

## **4. Summit Participation Packet**



**Focus on Longmont:  
Share Your Vision . . . Create Our Legacy**

Saturday, April 16, 2005  
Radisson Conference Center

8:30 a.m. to 5:00 p.m.

Name: \_\_\_\_\_

Phone number: \_\_\_\_\_

*Please keep this workbook with you at all times  
throughout this summit.*

## Focus on Longmont

### Purpose:

To discover our shared ideas for Longmont's future,  
in order to set community priorities  
to make Longmont an even better place.

*One amazing aspect of this endeavor has been its inclusivity. The Coordinating Team itself is a diverse cross section of Longmont's civic and social leadership. The process has been extremely successful in involving a wide sample of Longmont citizens -- many of whom have never participated in this type of community-shaping exercise before.*

*Ed Green  
Strategic Plan Coordinating Team Member, EcoCycle*

*This process has been such a positive experience. It has reaffirmed to me that Longmont is full of caring individuals who appreciate our city leadership and look forward to our vibrant future.*

*Cindy Hoge  
Strategic Plan Coordinating Team Member, Civic Leader*

*Focus on Longmont has been designed and guided by a diverse group of people – from different ages, different cultures, and different service groups. As a City employee who works with youth, it has been a great experience for me to be involved in a group like this with so many dedicated citizens.*

*Sarah Madrigal  
Strategic Plan Coordinating Team Member, Longmont Youth Council*

*The Focus on Longmont program has given me the opportunity to meet and talk to people who have terrific ideas to keep Longmont a great place to live. I have been pleased to be a part of helping create a vision for Longmont's future.*

*Fred Schotte  
Strategic Plan Coordinating Team Member, Business Community*

## **The Focus on Longmont Project**

Beginning this past January, the City of Longmont launched a 10-month project designed to help City Council develop policies and make key decisions that shape our future. This project has involved many of the people who live and work in the community in planning how Longmont can continue to be a great place to live both now and into the future.

Longmont is heading into a challenging time. The City's planning boundaries are largely fixed. Within the next 10 to 15 years the remaining areas planned for residential development will be built out within the planned city boundaries; though development of the industrial areas is anticipated to last longer, in the range of 40 to 50 years.

When we reach this stage called "build out," whatever exists in the way of housing, commercial sites, agriculture, and open space will be fixed. City government will then have to provide residents with the services that are needed with taxes and other sources of revenue available within the city that is created.

Our City Council believes that Longmont should remain a vibrant, freestanding community, despite these perceived obstacles. The Focus on Longmont project is designed to involve the community in deciding what that vibrant, freestanding community should look like – and how it should be funded.

Here's how the Focus on Longmont project will unfold.



### In January . . .

A 35-person Coordinating Team formed and met for 2 days. We planned the details of how to involve the community and launched a series of one-on-one interviews with community members.



### In February and March . . .

We continued one-on-one interviews, and launched a series of Community Conversations with people from all walks of life in Longmont. We also interviewed “Best in Class” cities around the country from whom we felt we could gain new ideas. We tracked patterns in the stories we had heard about Longmont, in order to determine the key elements of Longmont’s *Positive Core* – those things that are *uniquely good* about our community that must be *preserved and built upon* as we move into the future.

In April . . .



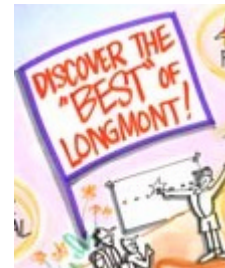
We wrapped up our Community Conversations, and hosted this Community Summit. At this Summit, we will determine the *root causes of our success* – the core ingredients that have enabled Longmont to be the great place that it is. We will imagine the community that we want to become. And finally, we will begin to contemplate priorities for the things that we most wanted for our future.

In May through June . . .



We will “deliberate” with one another to set community priorities for what we most care about for Longmont’s future, and for how we want our City resources to be spent.

In July through October . . .



City Council will review and adopt policies that reflect the community’s priorities for how resources should be spent, and that will ensure Longmont will remain a vibrant, freestanding community after “build out.”

## **Agenda**

### 8:30 a.m. to 12:00 p.m.

- Registration and Welcome
- Opening Conversations
- Slide Show: “Discovering Longmont’s Positive Core”
- One-on-One Interviews: Reflecting on Longmont’s Best

### 12:00 – 12:45 p.m.

- Lunch (box lunch available in the meeting room)

### 12:45 p.m. to 5:00 p.m.

- Contemplating New Possibilities: “Best in Class” Stories from Other Communities
- Envisioning our Future
- Designing the Longmont that We Want
- Closing

## What is a Summit?

The Appreciative Inquiry Summit is a method for accelerating change by involving a broad range of stakeholders in the change process.

It is typically a single event or a series of events that bring people together to 1) discover the organization's or community's core competencies and strengths; 2) envision opportunities for positive change; 3) design the desired changes into the organization's or community's systems, structures, strategies, and culture; and 4) implement and sustain the change and make it work.

Ludema, Whitney, Mohr and Griffin in  
*The Appreciative Inquiry Summit*, Berrett-Koehler: 2003

***The AI Summit is a methodology to involve your whole organization in a positive way to produce timely, sustainable, and measurable business results. It has had a large impact on U.S. Cellular.***

John E. Rooney, CEO & President  
U.S. Cellular

***The Appreciative Inquiry Summit engages the 'whole system,' builds relationships and gets everybody on the same page, and produces results. I've seen it work at McDonald's.***

Philip A. Gray, GM & Vice President  
McDonald's Corporation, Central Division



## **What to Expect During this Summit**

### **Role of the Facilitators**

- Manage the overall Summit process
- Set the structure and time frames
- Explain the purpose and guidelines for activities
- Create a constructive learning environment

### **Your Role**

- Contribute your knowledge, experience, and ideas
- Bring out the best in the people around you
- Tell lots of stories
- Have fun
- Self-manage your own group, time and activities
- Analyze information and imagine new possibilities
- Build the future you want for your organization

### **Ground Rules**

- Everyone participates
- All ideas are valid
- Everything is written on flip charts or worksheets
- Be curious, ask and listen
- Observe timeframes
- Seek higher ground and inspired action
- Create relationship enhancing conversations

## **Self-Management and Group Leadership Roles**

Each small group will manage its own discussion, data, time and reports. Here are useful roles for self-managing this work. At the beginning of each activity decide who will do what. Leadership roles can be rotated.

- Discussion Leader – Assures that each person who wants to speak gets an opportunity and is heard. Keeps the group focused on the activity.
- Timekeeper – Keeps the group aware of time. Monitors reports and signal time remaining to person talking. Assures that the group uses its time wisely and completes activities within allotted timeframes.
- Recorder – Writes the group's output on flip charts. Records each person's own words. Asks people to restate ideas to ensure that they are recorded properly.

## Activity #1 Opening Conversations

*Please complete this activity by \_\_\_\_\_*

**Purpose:** To appreciate and welcome each other, and to learn about special experiences and resources people bring to this summit.

**Self-Manage:** Select a Discussion Leader and Timekeeper. There is no need for a Recorder during this activity.

### Steps:

1. Have everyone at the table introduce themselves, reflecting on as many of the following questions as you can:
  - What is your name?
  - How long have you been part of the Longmont community? In what ways (e.g., live here, work here, etc.)?
  - What made you want to be here today?
  - Imagine it's 5:00 p.m., and our Summit has been a phenomenal success. What will have happened?
  - What special skill, gift or perspective will *you have brought* to help make this gathering such a success?
2. Divide your time equally among all the people at the table. Most groups will have about *1½ to 2 minutes* per person.

## Activity #2

### Confirming Our Positive Core

*Please complete this activity by \_\_\_\_\_*

**Purpose:** To uncover more stories that reflect Longmont's *positive core*. To share our expanded images for Longmont's future.

**Self-Manage:** Interview one other person from your table, using the following questions as a guide.

- Choose someone from your table who is as different from you as possible, and whom you don't already know well.
- When you are being interviewed, *tell rich stories*, including people, places, thoughts and feelings.
- When you are interviewing, dig for details.

1. What was the high point for you of this slide show? Which stories or images did you find to be most inspiring, surprising, uplifting or exciting?

2. Each community has a *positive core*: a set of qualities or characteristics that describe what is uniquely good about it and what it is like at its best. Longmont, too, has a *positive core*. According to what we've heard in our interviews and Community Conversations, that positive core consists of 6 *key qualities*:

- Small town feel – Longmont is a community with a “real” downtown and a small town feel. The community values small businesses and the community's history.

- Quality natural environment – Natural spaces are important and the city has an eco-friendly attitude.
- Celebrating together – Longmont is home to many happy, fun activities and the community provides a family-friendly environment.
- Opportunity for all – The community values education and there are different job opportunities. People care about seeing others succeed.
- An engaged community – Longmont supports a culture of “giving back” and there is room for everyone to make a difference. The community is committed to breaking new ground in reaching across cultural divides and values global relations.
- Facilitative city leadership – City government has adopted an entrepreneurial style with employees who are personal and responsive. The City also helps support and facilitates community action.

*Tell me a story that illustrates one or more of these qualities that you’ve experienced as particularly true of Longmont. It should be a **positive** story: a story of success, a story that reinforces Longmont’s strengths.*

*(If you are new to the **Focus on Longmont** project, your story may build on the slide show – or be an unrelated story from your personal experience. If you have been involved in the project before today, it may be a story that you heard in an interview or Community Conversation or, again, something from your own experience.)*

- Who was involved? How?

- What was the outcome?
  - What were all the conditions that helped make this experience so positive (individual contributors, City involvement, environment, businesses, partnerships, etc.)
3. Based on your personal experience, and on everything that you've heard and imagined as a result of your experience with the *Focus on Longmont* project (today, and over the past several months), what do you most value about the City of Longmont? Its people, places, businesses, and government?
4. Imagine a Longmont of the future, in which all the positive qualities you've heard about and described are even more present than they are today. What do you see?
- How is that future Longmont the *same* or *different* from the community we know today?

5. Suppose you sat on Longmont's City Council, and were making choices about how the City's money would be spent, in order to make Longmont a vibrant, freestanding community – and the kind of place you'd want to live.
- What current city programs or initiatives would you be sure to *retain*? Why?
  
  - What programs or initiatives would you drop? Why?
  
  - What *new* program or initiative would you choose to fund? Why?

### Activity #3

## SHARING OUR IMAGES

*Please complete this activity by \_\_\_\_\_*

**Purpose:** To share with one another the stories and images we heard in our interviews.

**Self-Manage:** Select a Discussion Leader, Time Keeper, Recorder and Reporter.

#### Steps:

1. Focusing particularly on *questions 1 through 3 from your interview*, reintroduce your interview partners to the group. Use the following as guides for your introductions:
  - What most *excited or inspired* you in what you heard?
  - What was the *single best story or reflection* that your partner offered in his or her interview?
  - How has this interview *changed* how you see Longmont and its future?
2. Take a maximum of *three minutes* per person, being sure that everyone has time to speak.
3. If you wish, choose one *1- to 2-minute* story that could be shared with the whole group that clearly illustrates Longmont at its best.



## **Activity #4**

### **BEST IN CLASS PRESENTATIONS**

*Please complete this activity by \_\_\_\_\_*

*Presentations on each of the four Best in Class topics are hosted in different breakout rooms. The facilitator has announced the room assignments, and you've gone to the appropriate breakout room straight from lunch.*

*Before lunch, you decided at your table who would be attending which presentation. There will be at least one table representative at each of the four presentations.*

### **NOTES**

**Topic (check one):**

- ☐ One Giant Front Porch
- ☐ Prospering Together
- ☐ Enhancing an Environmental Legacy
- ☐ Exciting Living and Business Personality

**Communities Discussed:**

**Interesting ideas or programs:**

**How these might apply to Longmont:**

## **Activity #5**

### **Learning from Other Communities**

*Please complete this activity by \_\_\_\_\_*

**Purpose:** To share what we've learned about best practices *beyond* the community of Longmont.

**Self-Manage:** Select a Discussion Leader, Time Keeper and Recorder.

#### **Steps:**

1. In your table groups, take turns sharing the highlights of what you learned in the different Best in Class presentations. Organize what you share around these questions:
  - What did you hear?
  - What does it mean?
  - How does this change your image of who we are and what we might become?
2. As you do so, list key ideas on the flipchart that you want to consider in looking forward to Longmont's future.
3. You have *30 minutes* to complete this activity.

## Activity #6 My Images of the Future

*Please complete this activity by \_\_\_\_\_*

**Purpose:** To form personal dreams for the future of Longmont that build upon our positive core and can be sustained over time.

**Self-Manage:** This is an individual or quiet paired activity. Please take *15 minutes* to reflect on or make note of your answers to the following questions. Build on your original responses to Question 4 (Activity #2) and what you learned works through the Best in Class presentations (Activity #5).

Imagine Longmont *fifteen years from today* – in the year 2020. It is a vibrant, freestanding community whose growth has slowed – but whose prosperity has continued . . . even blossomed. The community is everything you'd hoped and wished for, *and* there is enough money in the City to pay for what we have. What do you see????

- What is the *same* from the Longmont of 2005?
- What is *different*? Be specific. List at least *three ways* in which the City has changed.
- How have the changes you've just described helped everyone to prosper together in Longmont?
- How are these positive changes funded? Who pays for what? How?

## **Activity #7** **Enacting Our Images – Together**

*Please complete this activity by \_\_\_\_\_*

**Purpose:** To join with others in illustrating our dreams for Longmont's future.

**Self-Manage:** Select a Discussion Leader and Time Keeper. There is no need for a Recorder or Reporter on this activity.

### **Steps:**

1. Working at your “home” table, take up to 15 minutes to share your responses to Activity #6. Be sure to share images that describe both *who we are* and *how we're funded* in the future. Notice patterns, but also pay attention to inspired ideas. In other words, seek “higher ground” – not just “common ground.”
2. Take another *15 minutes* to prepare a creative presentation through which you will share your dreams with others in the room. Again, describe both *who we are* and *how we're funded*. Supplies are provided on different tables in the room. You can choose one or more of the following approaches.
  - Words (conversation, poetry, fiction, newspaper article, etc.)
  - Music or theatre (songs, skits, etc.)
  - Painting or drawing
  - Building/sculpture
  - Other (let your creativity be your guide)
3. *Everyone* should participate in the enactment.
4. Be prepared to present your “imagined future” to the other groups in your breakout room in *less than 2 minutes*.

## Activity #8

### Reflecting on our Images

*Please complete this activity by \_\_\_\_\_*

**Purpose:** To reflect on and add to the images of the future that we've seen enacted.

**Self-Manage:** Select a Discussion Leader and Time Keeper. There is no need for a Recorder in this activity.

#### Steps:

1. In your enactment group, discuss the highlights of the different images you've just seen and heard. Make notes to help remind yourself of what you've discussed:
  - What *patterns and themes* did your group observe across the various presentations?

Who We Are

How We're Funded

- What were the most *creative and unique ideas* that were presented?

Who We Are

How We're Funded

- How have these presentations changed the way you personally see Longmont's future?

## **Activity #9**

### **Considering Next Steps**

*Please complete this activity by 4:30 p.m.*

**Purpose:** To identify future actions that could be taken within the City and Community of Longmont, in order to realize our dreams for the future.

#### **Steps:**

1. Choose one of Longmont's "positive core qualities" that you personally wish to help design, and go to the appropriate room. See the Activity #8 Room Assignments sheet on your table.
  - a. Small town feel – Longmont is a community with a "real" downtown and a small town feel. The community values small businesses and the community's history.
  - b. Quality natural environment – Natural spaces are important and the city has an eco-friendly attitude.
  - c. Celebrating together – Longmont is home to many happy, fun activities and the community provides a family-friendly environment.
  - d. Opportunity for all – The community values education and there are different job opportunities. People care about seeing others succeed.
  - e. An engaged community – Longmont supports a culture of "giving back" and there is room for everyone to make a difference. The community is committed to breaking new ground in reaching across cultural divides and values global relations.
  - f. Facilitative city leadership – City government has adopted an entrepreneurial style with employees who are personal and responsive. The City also helps support and facilitate community action.

2. In your new table group, select a Discussion Leader, Timekeeper and *two* Recorders.
  - One Recorder will take notes on the flipchart.
  - The second Recorder will take more detailed notes from the discussion on the Group Summary Sheet on your table.
3. Think back to the stories you have heard that relate to this element – or if you wish, think of *new* stories that relate to your group's chosen positive core quality.
4. Share your stories as a group, focusing in particular on *what contributed to achieving the positive core quality* that you've chosen. To do this, you may wish to ask yourself some of the following questions:
  - a. *Who* was involved? How did those people contribute to achieving this quality? Why?
    - i. What type of networks or partnerships were in place?
    - ii. What type of leadership was offered?
  - b. How did the *physical space or facilities* contribute to achieving this quality? Why?
  - c. What kind of *funding* was involved? By whom? How did this funding contribute to successfully achieving this positive core quality?
  - d. What *other conditions* helped make this succeed? How? Why? Consider the role of *business, education, transportation, housing, and systems and policies*.

Once you finish one story, go on to the next and ask the same questions, focusing on what are the most important lessons to be learned from each story.

5. Now, take *20 minutes* to answer the following questions.
- The flipchart recorder should create the chart on a flipchart
  - The second recorder should take notes on the Group Summary Sheet on your table.

**Keeping in mind our need to design a future that can be financially sustained – where we only *spend* money that we *have*, respond to each of the following questions:**

<b>What shall the City/Community <i>be</i> like that's the <i>same</i> how it is today?</b>	<b>What shall the City government <i>do</i> that's the <i>same</i> as what it does today?</b>
<b>What shall the City/Community <i>be</i> like that's <i>different</i> from how it is today?</b>	<b>What shall the City government <i>do</i> that's <i>different</i> from what it does today?</b>

As always, notice patterns, but also pay attention to inspired ideas. Seek “higher ground” as well as “common ground.”

6. Please post your flip chart responses to question 5 visibly when you are finished, and place your summary sheet in the center of your table (where summit leaders will pick it up later).
7. There will be a voluntary “gallery walk” at the end of the summit, where people can see and comment on your ideas.



## **Activity #10**

### **Closing Reflections**

*Please complete this activity by \_\_\_\_\_*

**Purpose:** To reflect on our Community Summit, and to volunteer for ongoing action

#### **Steps:**

1. Find a partner.
2. Interview your partner, using the Closing Interview Guide that appears on the next page.
3. When you finish your interview, **STAND UP** as a way of signaling your completion. You have *no more than 15 minutes* to complete the two-way interview.
4. As you leave today's summit, remove your closing interview notes from your handbook (p. 25) and deposit them in a collection box, located at one of the exits.

## Closing Interview Guide

Partner's Name: \_\_\_\_\_

Partner's phone / e-mail: \_\_\_\_\_

1. What I've most appreciated about the experience and design of today's summit is . . .
  
  
  
  
  
  
  
  
  
  
2. I have unique skills and gifts to bring to the future we're creating. They are . . .
  
  
  
  
  
  
  
  
  
  
3. The most important thing the City and Coordinating Team need to do to maintain the energy and momentum of the *Focus on Longmont* program is . . .

## **For More Information on the Focus on Longmont Project . . .**

- Visit our web site:  
<http://www.ci.longmont.co.us/focus/index.htm>
- Contact one of the Project Leadership Team members:  
  
Gordon Pedrow, City Manager at 303.651.8601  
Dale Rademacher, Water/Wastewater Director at 303.651.8355  
Carmen Ramirez, Community Relations Program Specialist at  
303.651.8445  
Karen Roney, Community Services Director at 303.651.8633
- Focus on Longmont Project Coordinating Team members:

Sara Beery  
Marty Block  
Mary Blue  
John Caldwell  
Erik Casynn  
Michelle Cogswell  
Pam Ford  
Pam Gibson  
Marietta Gonzales  
Ed Green  
Froda Greenberg  
Cindy Hoge  
Dr. Greg Jaramillo  
Keith Kanemoto  
Anne Kear  
Joanne Kirves  
Keith Langley  
Rigo Leal

Dean Lehman  
Dave Macy  
Sarah Madrigal  
Hank McCarthy  
Abe Melendez  
Sue Mesch  
Craig Ockers  
Dave Palmisano  
Gordon Pedrow  
Carmen Ramirez  
Karen Roney  
Fred Schotte  
Leona Stoecker  
Mary Vigil  
Jim Wardell

## 5. Deliberation Guide



# Focus on Longmont: Share Your Vision, Create Our Legacy

*Deliberation Guide*

City of Longmont  
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350 Kimbark Street  
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July, 2005



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## Introduction to Focus on Longmont

*Focus on Longmont: Share Your Vision, Create Our Legacy* is a 10-month community-wide discussion project that City Council authorized last year in order to get as much public input as possible about some very important decisions the City will have to make in order to achieve this. The purpose of *Focus on Longmont* is to develop widely-supported strategic policies that, if implemented, will help Longmont remain a distinct community with adequate resources to sustain the kind of life residents want to enjoy for decades or even generations into the future.

Phase 1 of the *Focus on Longmont* project, which concluded in mid-April, invited residents (1) to describe what they consider uniquely good about Longmont and what it is like at its best; and (2) to sketch their vision for the city's future. Participants in Phase 1 identified and affirmed certain core community values and offered more than 500 ideas, suggestions, and recommendations for the future.

(1) The “positive core” of life in Longmont features six key elements:

- *Small town feel* — Longmont has a “real downtown,” values small businesses, and takes pride in its history.
- *Quality natural environment* — Longmont residents value a clean environment with many spaces remaining in a natural or semi-natural state. Accordingly, City policies are eco-friendly.

- *Celebrating together* — Longmont appreciates, welcomes, and celebrates the variety of backgrounds, heritages, and cultures of all its residents.
  - *Opportunity for all* — The community values education and recognizes the importance of offering people many different job opportunities. People care about seeing others succeed.
  - *An engaged community* — Longmont residents believe in “giving back” to the community that has afforded them a high quality of life. Everyone can—and should—“make a difference” in Longmont. The community wants to bridge cultural divides and reach out to people in the wider world to which it belongs.
  - *Facilitative city leadership* — City government has a flexible, innovative, pragmatic “culture” that supports employees who are responsive to residents’ needs and concerns, and who treat them as individual persons, not just as customers. The City also supports and facilitates community action.
- (2) When asked to imagine Longmont fifteen years from now, participants in Phase 1 offered certain images of the future that were repeated over and over again:
- *A vibrant downtown with great “curb-appeal”* — Downtown is home to a great variety of small businesses, arts and cultural activities, and community “happenings.”



- *Vital retail centers across the city* — Shopping areas are designed and located in ways that reinforce and strengthen the city's neighborhoods, making them great places to live and connecting them to one another.
- *Healthy environment* — Longmont continues to enjoy an abundant supply of good water; takes steps to keep its air as clean as possible; and ensures that every part of the city is a good place to live, work, and play.
- *Connected trails, parks, and open space* — Pedestrian trails parks and open space connect with each other and with all areas of the city.
- *A variety of entertainment* — Music, art, cultural festivities, and recreational activities of a great variety enrich community life, make downtown come alive, and draw people together.
- *Prosperity* — Plenty of jobs that offer all residents the opportunity to earn a good income and that make it possible to afford the cost of living in Longmont.
- *Volunteerism and connecting people as citizens* — Every member of the community—no matter their age, education, income, ability, or skills—has something he or she can contribute to making Longmont a great place to live. If everyone pitches in, everyone will benefit.
- *Quality education* — As a community, Longmont values education at all levels, from pre-school through adult continuing education. Through partnerships with business, the St. Vrain School District, and Front Range Community College the City reinforces the message that education is an indispensable element of Longmont's high quality of life, and in turn demonstrates its commitment to education by helping to ensure that everyone has the opportunity and the motivation to learn.
- *Diversity as the Heart of Longmont* — Longmont is a better place to live because of the diversity of its residents.
- *Housing opportunities for everyone* — The community is committed to finding ways to ensure that all people who work in Longmont can afford to live in Longmont.

### *The Challenge of "Build-Out"*

Our ability to preserve Longmont's core community values and to realize residents' vision of Longmont as a community that affords everyone a high quality of life depends on what happens as the city "builds-out." Build-out is the point in time when there's no more new land available inside the city limits. From now until build-out, the amount of undeveloped property in Longmont will be increasingly limited. If we want to sustain our community's quality of life, we need to start making the best choices right now about how to use that property. The type, timing, and location of residential and commercial development that occurs between now and build-out will affect every aspect of life in Longmont, from city



service levels and the local business climate to our community's character and visual appeal.

For one thing, build-out can have a substantial impact on a city's budget. For example, the number of building permits issued for new construction will slow down. As a result, growth-related income such as building permit fees, impact fees, and construction use taxes could dry up. In addition, sales tax and property tax revenue from new businesses and residents might decrease and even level off.

On the other hand, build-out can reduce City expenses. For example, growth-related City staff positions in the planning, finance, and building inspection departments may no longer be needed. Also, fewer new roads, parks and public buildings will have to be built in order to keep pace with growth.

In the future, Longmont will change the direction in which it continues to grow and build. Instead of continuing to build out, it will start to build in. Because of this, the future presents opportunities to redevelop and to focus our energies on things that will enhance our quality of life. But in order to make the most out of those opportunities, we need to act now. We need to adopt strategies that will enable the City to re-develop and revitalize areas in order to keep all of Longmont vibrant.

Will the financial impact of build-out on Longmont be positive or negative? The answer to this question depends in large part on the policies that the City puts in place and that the community supports—which is why the Focus on Longmont community discussion project is so important.



## ***Deliberating Directions for Longmont's Future***

This deliberation guide, and the deliberative forums it will be used in, address the question of how Longmont can remain a distinct community with adequate resources to sustain the quality of life residents want to enjoy for decades or even generations into the future. What will serve as the best foundation for providing (or expanding and improving) the facilities, amenities, and services we currently enjoy?

Phase 2 will involve residents in the task of evaluating several alternative ways of answering these questions. There will be two community-wide forums, one on July 16 and the other on July 30. The first one is open to all residents. Participants in the second forum have been selected at random to constitute a representative sample of the community. Both groups will take up the question, "How can we best ensure that Longmont continues to be a distinct community with enough resources to sustain the quality of life its residents want to enjoy?" In particular, what should the City begin doing now so that our standard of living can be sustained or even improved?

Here are four different Directions for the Future that Longmont could take:

***Direction for the Future 1: Enrich the Experience of Living in Longmont.*** This Direction for the Future says we can best ensure that Longmont continues to be a distinct community with adequate resources to sustain a high quality of life for all its residents *by preserving Longmont's "small town feel" while giving it more "big city appeal."* Residents who favor this Direction stress the desirability of *promoting the arts and of celebrating our cultural richness and variety.*

***Direction for the Future 2: Enhance the Environment, Natural and Built.*** This Direction for the Future says we can best ensure that Longmont continues to be a distinct community with adequate resources to sustain a high quality of life for all its residents *by ensuring that we continue to live in a place where the landscape is open and pleasing to look at, and where everything that is built on it—houses, stores, office buildings, schools—preserves and even accentuates its beauty.*

***Direction for the Future 3: Expand Prosperity through Innovation, Efficiency, and Education.*** This Direction for the Future says we can best ensure that Longmont continues to be a distinct community with adequate resources to sustain a high quality of life for all its residents *by emphasizing efficiency and innovation in both business and government, and by ensuring that all our young people graduate from high school with the knowledge and skills they will need to become productive adults.*

***Direction for the Future 4: Extend the Principles of Cooperation and Shared Responsibility throughout the Community.*** This Direction for the Future says we can best ensure that Longmont continues to be a distinct community with adequate resources to sustain a high quality of life for all its residents *by improving the ability and willingness of citizens and city government to work together in partnership, and of citizens to work constructively and productively with each other.*

Your task today will be to try to reach a shared conclusion about which of these Directions for the Future is most appealing or most promising as a way to ensure that Longmont continues to be a distinct community with adequate resources to sustain a high quality of life for all its residents. Which of the "things that can be done"—the strategies and actions associated with the four Directions—do you believe Longmont should start working on today? Which ones do you think have the best chance of success? Which strategies and actions do you think are most desirable?

The data presented in the Appendix provide background information to set the stage for the Directions for the future. Information was gathered from the City of Longmont Community Profiles and the U.S. Census Bureau, among other sources.



## Direction for the Future I: Enrich the Experience of Living in Longmont

This Direction for the Future says we can best use City resources to secure a sustainable quality of life by preserving Longmont’s “small town feel” while giving it more “big city appeal.” Residents who favor this Direction stress the importance of cultural richness and variety. They believe there are two keys to sustaining a high quality of life in Longmont for years to come: first, a thriving arts community that affords both residents and visitors ready access to the best in music, drama, literature, sculpture, and other fine arts; and second, an annual calendar full of citywide events that enable residents to share in celebrating the wonderful diversity—the histories, customs, and achievements—of the many different people who make Longmont such a special place to live. Both of these should revolve around a lively downtown where people work, live, and shop. Downtown should be the focal point of community life, drawing residents in and letting them “rub shoulders” in a genuine “public space.” Renewing downtown should therefore be considered an essential ingredient in the effort to enrich the experience of living in Longmont.

### *Examples of this Direction for the Future*

At least 20 states encourage private investment in historic buildings by offering tax credits for rehabilitation, giving businesses an incentive to rebuild rather than tear down. In San Francisco’s Ghirardelli Square, an old chocolate factory became an internationally famous shopping center. In Charlottesville, Virginia, the downtown post office was

transformed into the main branch of a regional library. In Boston, Faneuil Hall—once a government meeting place—is now a major tourist attraction with shops and eateries. Elsewhere, factories have been turned into convention centers, train stations have been transformed into restaurants, and department stores have been converted into hotels.

Historic preservation, downtown revitalization, and adaptive use benefit the entire community as well as particular segments such as businesses, merchants, and homeowners. Designating a particular neighborhood or district as an historic place can enhance property values and resale opportunities for individual homeowners. A report by the *Michigan State Historic Preservation Office* showed that “the stabilizing influence and protection that an historic district provides also may encourage private investment and increased property tax revenues for local governments.” According to the *National Trust for Historic Preservation*, the benefits that individual homeowners reap from preservation may spill over and affect the community as a whole, leading to aesthetic improvements in historic districts as well as greater local tax revenues.

It is no secret that historic sites, structures, and landscapes are popular tourist attractions. Americans seek to combine recreational and educational experiences that teach them about local and national history. Research has found the vacationers who visit historic sites tend to stay longer and spend more money than other types of travelers.





### ***Why should Direction 1 be the City's priority?***

If this Direction for the Future were the City's highest priority when making policy, what benefits would it have? What good things would be achieved?

- "Culture" is hard to define, but we know it when we see it. It has to do with the things that "humanize" us: a sense of history; the desire to express ourselves through art; respect for learning and knowledge; an appreciation for what is not mass-produced and mass-marketed; and the ability to take pleasure in such simple things as good food and well-designed buildings that make us feel comfortable. Many communities have a pleasant environment, a high standard of living, clean streets, safe neighborhoods, and an abundance of opportunities for recreation and entertainment. But few offer these things and "culture" as well. Making cultural variety and excellence our priority will greatly strengthen Longmont's prospects for becoming a unique and attractive community that will have little trouble sustaining itself.
- Investing in "cultural capital" has proved to be an economic stimulus in other communities. The group Americans for the Arts notes that "The arts inspire us, soothe us, provoke us, involve us, and connect us... But they also create jobs and contribute to the economy." For example, the *National Endowment for the Arts* recently funded a detailed statistical analysis of 91 communities that have some type of not-for-profit arts organization, such as a repertory company, theater group, ballet, dance troupe, symphonies, chamber music orchestra, or jazz ensemble. This study, *Arts & Economic Prosperity*, found that:

*"The nonprofit arts, unlike most industries, leverage significant event-related spending by their audiences, with non-local audiences spending 75 percent more than their local counterparts. The arts attracts visitors downtown and extends the business day, garages stay open until midnight, and stores draw more customers."*

Arts-related expenditures create more local employment, enhance resident household income, and generate municipal sales and property tax revenue. The average person who attends a not-for-profit art event spends nearly \$23 per person above and beyond the price of admission. Non-residents spend even more: \$38.05 per person.

## ***What Can be Done?***

Supporters of Direction 1 recommend taking actions like these:

- 1(a). The City should take the lead in creating regular citywide celebrations that promote a stronger understanding of, appreciation for, and unity among Longmont's diverse groups. These events should be tied to downtown, where people naturally congregate. Doing so would boost commercial activity where we want it most.
- 1(b). The City should take the lead in encouraging all residents to contribute to culture and the arts in Longmont. For example, the City could facilitate establishment of a voluntary program within the business community by which businesses support public art and not-for-profit arts organizations.
- 1(c). Many cities, including Longmont, have a 1 or 2 percent public art fee or a building permit requirement for inclusion of art in commercial and civic buildings. Longmont's "Art in Public Places" ordinance stipulates that funds equal to 1 percent of City capital construction costs be set aside for public art projects. We should consider increasing this figure.
- 1(d). Other efforts, such as "adopt a sculpture" programs or art walk brick sales, could be initiated for participation at the individual citizen level.
- 1(e). The City should facilitate a community effort to generate support for a state-of-the-art performance-and-exhibition facility, one like the award-winning Arvada Center for the Arts and Humanities. If this isn't feasible, we should try a more modest and unique approach, such as Loveland's restored Rialto Theater (now anchoring a successful redevelopment of 4th Street with numerous new restaurants), that would serve as an anchor for downtown or some other important activity center.
- 1(f). The City could initiate a partnership with property owners, the Downtown Development Authority, and the Chamber of Commerce to make downtown the heart of arts and culture activity in Longmont.
- 1(g). The City might create a staff position and hire a person to take responsibility for cultural and artistic development in the community.
- 1(h). The City could initiate programs to encourage all citizens to learn enough of a second language (Spanish or English) to interact successfully with others on at least a very basic level (e.g., saying hello, giving directions, asking whether a person speaks one's own first language, knowing the names of common, everyday things like "street," "doctor," "school," "building," "police," "bus," "park," etc.) The City, the schools, and FRCC might work together to create a short, intensive program to help residents achieve a rudimentary level of fluency. This could open the way to Longmont becoming a leading example of how a community flourishes when cultural diversity is embraced.

- Arts and cultural events and performances could have a significant economic impact on Longmont's hotels, restaurants, and shops. Promoting arts and culture venues is a well-tested, successful method to jumpstart neighborhood redevelopment, which leads to higher assessed values, property tax revenue, and sales tax collections.
- A reputation for excellence in arts and culture could enhance the Longmont "brand" as a desirable place to live, thus supporting home prices.
- Creating a "Longmont Arts Center" (whether composed of new facilities, remodeled buildings, or a combination of the two) would provide a venue to attract artists to the community and to foster locally-grown talent. It would also be an opportunity to provide a multi-purpose facility that could be used for community celebrations, school events, conferences, and private functions. Direct and indirect revenues to the City from such a facility would be sufficient to warrant the investment.
- We already have a solid basis for building our future on culture. Many painters, sculptors, musicians, and other artists already live and work here. All we need to do is commit to constructing our identity around the arts and taking a few modest steps to help them grow. Similarly, the cultural heritage of Longmont residents is already rich and varied. We just need to support more and better celebrations of that variety. Finally, Longmont residents have a well-developed sense of the importance of history in shaping a community's identity and character. They want to recall and honor that history in more-public ways.
- There are very few places in America of Longmont's size that offer people a genuine "small town feel" with actual "big city appeal." In most of them—Charlottesville, Virginia; Burlington, Vermont; Iowa City, Iowa; Missoula, Montana; Urbana-Champaign, Illinois; Panama City, Florida—a college plays an important role in community life. Typically, what gives "college towns" their distinctive appeal are a lively arts community (galleries, museums, exhibitions, performance venues, movie theatres), a well-educated and outward-looking populace, a variety of good restaurants, unique stores, and established neighborhoods that give them "character." Another key feature is a "traditional" downtown where people go on a regular basis—to work, to do errands, to "go home," and to enjoy themselves in their spare time. These features of community life are both the source and product of creative, productive activity. Focusing on reviving downtown would not only boost commerce, it would kick-start the effort to strengthen cultural life in Longmont. Relocating Front Range Community College and making it an "anchor" at one end of Main Street would generate foot traffic and would enable the college to become a partner with whom the City and businesses could work.

- There is a school of thought among economic developers that entrepreneurs are drawn to places with "culture." They relocate to places that offer an attractive quality of life, and then invest locally. Focusing on the quality of life that "culture" creates will foster an entrepreneurial spirit in Longmont that will translate into economic energy, local jobs, and a growing, stable tax base.
- Like Direction 2, but unlike Directions 3 and 4, the results of emphasizing Direction 1 can be experienced—seen, felt, etc. It's crucial for the success of any community effort that people are heartened and encouraged by the successes they have and the progress they make.

### ***Why shouldn't Direction 1 be the City's priority?***

What's the down side of this Direction for the Future? What costs or undesirable consequences might it have?

- Turning Longmont into a community that has a "small town feel" with actual "big city appeal" just isn't practical. The features we associate with college towns are not accidental. They exist because there is a steady demand for them. Many of the people who create this demand—those who are willing to pay for "culture"—are the students, faculty, and administrators. If Longmont had a similar customer base, it would see similar results. But we don't, and it's a mistake to think we can create it just by expanding the number of courses that Front Range Community College offers, or even by getting a branch campus of a four-year institution like Regis University.
- If the City were to survey Longmont residents and ask them about their interest in cultural events and facilities, it would find that the great majority would say they already have access to all they want. Available facilities include the Vance Brand Civic Auditorium, the Longmont Museum (both City-operated), and Sandstone Ranch. There are plenty of festivals, too, such as Rhythm on the River. Most people don't go to concerts, or museums, or art shows more than once or twice a year—probably much less frequently than that. They're busy with, and content with, the kind of life they currently lead: one centered on private satisfactions such as family outings, school-related events, and social gatherings. They live in Longmont because it offers what it currently offers, not in spite of what it doesn't. When folks here want something that's not available in Longmont, they go to Boulder or Denver. At most, they'll turn out for a few local events. In short, there just isn't broad support by folks in Longmont for the amount of investment needed to fully develop a sustainable arts-and-culture environment.
- Even if we did succeed—after a long time and at great expense—in making Longmont the "arts capital of the West," or a "cultural Mecca," we'd end up like Boulder: our cost of living would skyrocket, we would lose our ability to restrain and direct growth, and Longmont would



lose the “small-town” feel and other advantages we currently enjoy. The choice we face is not, *Should we be Longmont and also like Boulder or Denver?* The choice we must make is, *Should we be Longmont or like Boulder and Denver?*

- Asking the City to do more in the area of culture entails devoting scarce resources to activities that perhaps aren’t as needed as other services. Raising additional revenue would require raising the sales tax, which would dampen retail sales.

- Longmont is too large a community to mobilize quickly in support of a future-based on culture. It’s easier (and more important) for a small community like Loveland to do so, especially when, as in Loveland’s case, the infrastructure (the existing foundries) are already in place. We can’t move fast enough or with adequate support community-wide to get out in front of and stay ahead of competition from Denver, Boulder, Arvada, and other communities.
- Creating a major cultural facility like the Arvada Center is misguided. Longmont’s cultural organizations can’t afford to rent the facilities we already have. With Denver and Boulder as well as Arvada close by, it will be extremely difficult for a new large facility to keep from losing money. If an arts center were a good investment, it would have already been built privately. It is a risky proposition that might end up being a tax-supported and under-utilized “white elephant.”
- “The arts” today is a lifestyle that increasingly only well-off people can afford to enjoy. We value being a real community. We don’t want to become a “golden ghetto.” If Longmont were to become a thriving arts-based community, that very success might drive out people who could no longer afford the cost of living here.
- Everyone should learn a second language? This just isn’t plausible. At most, some people might be willing to participate in some kind of one day cultural awareness program, perhaps with an intensive language component.





## Direction for the Future 2: Enhance the Environment, Natural and Built

This Direction for the Future says we can best use City resources to achieve a sustainable quality of life by ensuring that, wherever we are in Longmont, we are surrounded by “sights, scents, and sounds” that refresh us, uplift our spirits, and instill in us a feeling of wellness, security, and contentment. The keys to achievement of this goal are clear air (and therefore greater reliance on energy sources other than fossil fuels), abundant clean water, plentiful parks and open space, and a conscious community commitment to using these assets as wisely and prudently as possible. Residents who favor this Direction urge us to consider the importance to our happiness of appreciating Longmont’s natural loveliness and its potential for achieving unique visual appeal. They believe that the firmest foundation on which to construct a sustainable future is something that people will find only in Longmont: the experience of living in a place where the landscape is open and pleasing to look at and easy to enjoy, and where the things we build upon it—stores, roads, houses, etc.—do not detract from its beauty.

### *Examples of this Direction for the Future*

Many communities choose to invest in their “environmental capital” by emphasizing open space and parks. In Burlington, Vermont, for example, a public will existed in the community to acquire and protect substantial amounts of open space. But the city needed to accommodate more infill development,

because land was at a premium. As a result, purchasing land to preserve open space was expensive. Residents approved a one percent property tax for acquisition and maintenance of open space. Closer to home, the City of Boulder launched its open space program in the 1960s. The County has joined in, with the result that open space now helps define the character of both.

In Minneapolis, the community chose to invest in public parks rather than open space. In the late 19th century, Minneapolis established an independent park commission to create “the finest and most beautiful system of public parks and boulevards of any city in America.” The founders believed this would add many millions of dollars to the future value of real estate in the city. They were right. The original investment has paid off. There are 6,000 acres in the system: one acre of parkland for every 66 citizens, or to put it another way, every home within 6 blocks of a park. The property and land values of neighborhoods and downtown property adjacent to parks have shown enormous increases. Every nickel spent on the parks and green space produces a dollar in new value—a 20-fold return.

### *Why should Direction 2 be the City’s priority?*

If this Direction for the Future were the City’s highest priority when making policy, what would be the benefits? What good things would be achieved?

- In the first half of the 1990s, Colorado was the fourth fastest growing state in the nation. In an article in Newsweek, Christopher John Farley described that period as one in which:

*“Subarus full of Easterners and Range Rovers stuffed with Californians started trekking to the Rocky Mountain states. The refugees were tired of big-city life, traffic jams, crime and shopping malls, so they moved to a new mecca, stretching from Montana to New Mexico, where the air was clean and the water was clear.”*

Ironically, however, the traffic congestion, crime and shopping malls followed the newcomers here. As Farley observes,

*“It was paradise, except for the fact that it needed more strip malls, so those were promptly built. And pretty soon some of the friends and relatives of the settlers moved in, which meant a few more strip malls were required, not to mention houses and more roads. Before long, paradise started to look a lot like Toledo, Ohio. Or Los Angeles.”*

Spend some time in any congested, sprawling metropolitan area anywhere in this country, and then come back to Longmont. What do you notice? Sunshine, clear air, that incomparable view of Longs Peak, open space that almost completely encircles the city, the smaller-scale and less-hurried way of life we enjoy, people outdoors doing a host of things that are good for them: walking, biking, skiing, horseback-riding, running, playing soccer. Aren't you relieved to be home? Aren't you glad you don't live where you've just returned from? Living in Longmont, it's easy to forget just how fortunate we are to reside in an urban area that doesn't seem like one, largely because of the clean and beautiful natural environment we inhabit. Our environment is conducive not only to our physical health, but to our mental health as well. It affects our outlook, our attitudes, our energy and motivation. By actively protecting and enhancing it, we ensure that Longmont will always be the best place we know to come home to.

- Longmont is what it is in large part because of where it is. Longmont is in the West. Its residents are Westerners. If we want Longmont to become a mature, sustainable community that retains the desirable features it currently possesses, it must remain a city of the West. And the West is nothing if not a distinctive, magnificent natural environment—as our daily view of Longs Peak reminds us.
- We have a responsibility as a community to practice strong stewardship over the land, water, and air that has been placed by preceding generations in our care, and which we hold in trust for the generations that succeed us. There is still time to preserve and even enhance Longmont's environment. But we must act now, because the door is being slammed shut by the habits of permitting development with too few environmental restrictions and relying almost solely on private transportation.



- A clean, healthy environment is not at odds with business and prosperity. Quite the contrary. Businesses want to be where people—both management and employees—want to live. And people want to live in places like Longmont. Promoting a “green-built” office and technology park could help attract high profile corporate tenants and perhaps even a headquarters campus, thus leading to higher assessed property values and tax revenue.
- As the environment deteriorates in other parts of the country, and as people increasingly gain the ability to choose where they live, people will be seeking communities where they can enjoy healthy lifestyles. A larger and higher-income employment base in Longmont would better support local merchants and generate more sales tax revenue.
- Business benefits when people come here for the landscape and climate. We all know that tourism is important for Colorado. What will happen to the tourists if our home starts to resemble their home? A reputation for open space, agricultural preservation, and a pristine environment could enhance the Longmont “brand” as a desirable place to live, thus supporting home prices.
- Everywhere the environment includes not just land, air, and water, but also what we place on and do to our natural surroundings. The “built” environment consists of houses, streets, office buildings, plants and factories, highways, utility lines, outdoor advertising (billboards and other signs). The way these are designed, planned, constructed, and maintained is just as important to our well-being as the natural environment. If we don't want Longmont to become indistinguishable from the type of development that is occurring nearby, we need to make sure that we give as much thought to our built environment as we do to the natural environment.

- Longmont has a history of preserving its water supply and the quality of the water. This commitment by past generations can be used not only to meet the water supply needs of our community, but also to manage, preserve, and enhance the rivers and streams throughout Longmont. The water supply has attracted wonderful businesses and employers to Longmont. Our environment needs to be protected to ensure that it will continue to attract such businesses and employers for future generations.
- People are beginning to worry about the “sameness” that has resulted from the economic success of large national corporations that own chains of retail stores, restaurants, even medical and dental offices. People are beginning to rediscover the desirability of local uniqueness and authenticity. They appreciate easy access to big stores, malls, and other businesses they patronize. But they don’t want to be overwhelmed by them. They don’t want to see them everywhere they look. They want to recapture some of the variety that American communities once exhibited. And that means striking a better balance between new businesses and established ones, and between unique local businesses and the chain businesses that operate nationwide.
  - One important way to do that is to revitalize existing structures. Apart from aesthetic historical considerations, demolishing existing buildings and constructing new ones is a costly proposition in terms of the labor, materials, and craftsmanship needed for a new construction project. Rehabilitation is often seen as an expensive option, but studies have found that the rehabilitation costs per square foot are often significantly less than the costs of new construction.
  - Another thing we can do is encourage local developers and builders (as Missoula, Montana has done) who have a stake in Longmont and care about it. They’ll be more responsive to our concerns and wishes than national corporations that don’t know our community or don’t have a strong stake in it.
- Unlike Directions 1 and 3, this Direction for the Future provides opportunities for everyone in the community to contribute in a multitude of ways, from recycling and conserving water to helping keep parks and trails clean. The more people who can participate in pursuing a Direction for the Future, the more likely it is that we will be able to build a sustainable, high quality of life for everyone on the foundation it describes.
- Like Direction 1, but unlike Directions 3 and 4, the results of emphasizing Direction 2 can be experienced—seen, felt, etc. It’s crucial for the success of any community effort that people are heartened and encouraged by the successes they have and the progress they make.

## What Can be Done?

Supporters of Direction 2 recommend taking actions like these:

2(a). Longmont has chosen to develop both a quality parks system and to focus on open space as a quality of life amenity. By collaborating with Boulder County and Colorado State Parks, the City has stretched its open space funds to extend open space along the St. Vrain River eastward to St. Vrain State Park. Open space now exists along three sides of Longmont’s boundaries. We should continue expanding the City’s Open Space Program to set aside even more land that otherwise might be developed.

2(b). Link Longmont’s reservoirs, parks, and open space with trails so that people can travel on foot or by bicycle to reach any part of the city. Strengthen the system of trails within and between neighborhoods and connect them to recreational areas.

2(c). Create and stick to an architectural “theme” for downtown that will give Longmont a unique and increasingly well-known identity.

2(d). Citizens who walk, bicycle, or (perhaps) take public transportation to work should be rewarded in some manner, such as receiving recreation center credits. Building on the existing City-sponsored “bike to work days,” we might try an annual “bike to work” week to encourage alternative transportation. (Local businesses could sponsor breakfast stops, bicycle tune-up clinics, etc. along the main bike routes.)

2(e). Solve the downtown parking problem, e.g., by locating parking elsewhere and providing free, convenient transportation to downtown.

2(f). Eliminate “eyesores,” perhaps by helping residents who are unable to do so to clean up, improve, and maintain their property.

2(g). After the City provides the funding to establish new parks, trails, and similar outdoor amenities, it should actively seek commitments from the community to take on responsibility for upkeep, perhaps through business-neighborhood partnerships or an “Adopt a Trail” program.

- Unlike Directions 1, 3, and 4, Direction 2 benefits all members of the community equally. Everyone, irrespective of age, physical fitness, income, etc. can enjoy the benefits it provides.
- Environmental quality of life is an important factor in the decision-making of many businesses that are considering relocating.
- Longmont has already made a great start on this Direction for the Future. We enjoy and abundance of mature trees. We’ve set aside a lot of open space and created a lot of parks. We can easily expand our efforts to create a “garden



## What Can be Done?

2(h). Work with RTD to create rail stations and promote ridership. Use City funds to offer incentives for private investment to develop the areas surrounding the stations and make them enjoyable destinations to walk and bike to.

2(i). The City should establish and enforce regulations concerning new construction (open space, landscaping, removing trees, use of durable, attractive building materials) that keep Longmont from looking like every other suburban development along the Front Range. High standards actually attract builders and buyers who want to work and live more responsibly with respect to the environment.

2(j). The City should encourage and provide incentives for “built green” construction of new houses and commercial buildings.

2(k). The City should enforce its municipal regulations concerning noise and impose penalties sufficient to ensure compliance.

2(l). Currently, the City works in several ways to increase the availability and quality of Longmont’s affordable housing stock. These efforts should be expanded.

2(m). Make it feasible and practical for people to get from one place in Longmont to any other place without having to drive their own cars, perhaps through substantially increased RTD service (as in Boulder).

2(n). When considering new programs or facilities, ask businesses to support their operation and upkeep with financial help and volunteers.

2(o). Adopt a “build green” culture in which both residents and businesses regard environment-friendly construction as important.

2(p). Promote recycling of all kinds so that Longmont becomes known as “the conservation city,” setting itself apart from the “throw-away society” that’s so much in evidence elsewhere.

at the foot of the mountain.” This is an advantage the other Directions don’t offer.

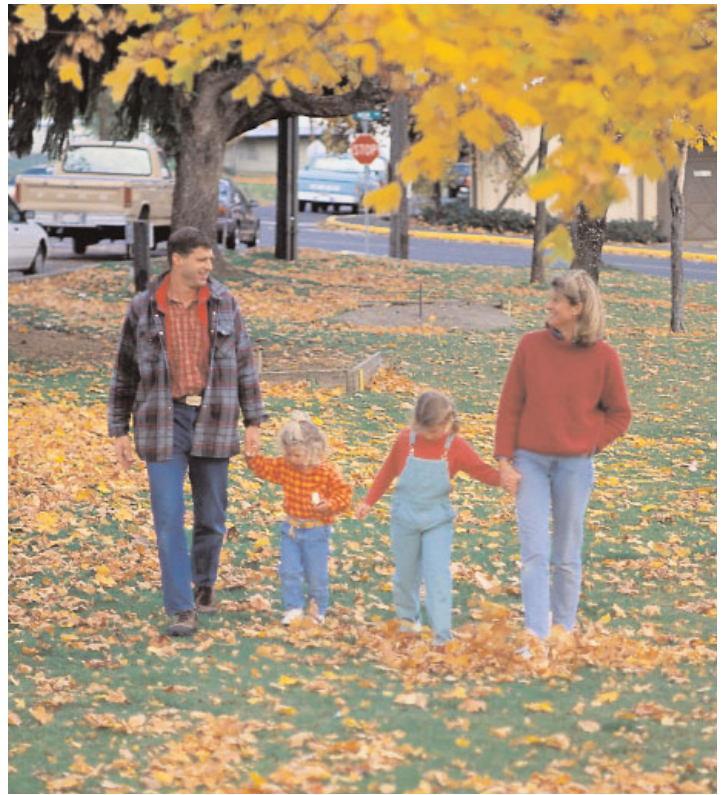
- Of all the things we as a community can leave our children and grandchildren, the most important and valuable is a pristine environment.
- Burlington, Vermont neglected Lake Champlain for so long that it was almost permanently and irretrievably polluted. Similarly, many Front Range communities are now almost completely dependent on automobiles for transportation. We mustn’t make this kind of irreversible mistake in Longmont.

## Why shouldn’t Direction 2 be the City’s priority?

What’s the down side of this Direction for the Future? What costs or undesirable consequences would it have?

- Some aspects of the environment are within our control, others aren’t. We have our own water supply, and we should hold onto it. But we can’t do much about air quality. Even if motor vehicles were banned from Longmont, air quality would depend chiefly on what Denver, Boulder, and other communities choose to do about development, transportation, manufacturing processes, and power-generation. We can push for a regional response to the problem of deteriorating air quality, but realistically there isn’t much we can do to about it by ourselves.
- Ask people to park away from the downtown and take a shuttle in is unrealistic. A more successful strategy (one used by many communities) is to manage demand for parking, particularly by people who work downtown, through parking permit programs and enforcing a ban on parking for more than 2 hours at a time.
- Assisting business driven out of a revitalized downtown by higher rents would be expensive, and as a practical matter, unworkable. The collision of rising rents with marginal existing business can’t and shouldn’t be avoided. It is part of the normal economic cycle for more-viable businesses that can afford the higher rents to displace less-profitable ones. Interfering with that cycle would produce inefficiencies and distortions in the market.
- The costs of protecting the natural environment and improving the built environment, especially the short-term costs, would be prohibitively high and would hit families with modest incomes the hardest. Neither businesses nor taxpayers will accept the costs associated with efforts such as investing heavily in mass transit, purchasing open space, keeping cars out of downtown, and defending lawsuits from developers whose property rights are being infringed. Such costs will merely make it more expensive to live and do business in Longmont, with the result that only higher-income households will be able to continue living here.
- Probably most people think we’ve already got enough parks, trails, and perhaps even open space. Do we really want to put scarce resources into more? Would what we gain be worth the cost?
- Even if it were feasible to create and enforce a particular architectural style, or “theme,” do we want all the houses and buildings in Longmont to look alike? A real community respects the individuality of its members, and so permits and encourages them to express their individual tastes in design, color, and construction. It doesn’t force them to conform to a particular vision of what is aesthetically desirable.

- Suggestions such as establishing an architectural theme for downtown and making downtown pedestrian-only will be resisted by merchants and commercial property owners as a deterrent to business. Are we as a community willing to pay more in taxes to compensate businesses for any negative impact on them of such changes?
- Changing, adding to, or making more stringent the residential and non-residential design standards Longmont currently has will put us at a disadvantage relative to other communities, which will continue making it easy for developers and builders to operate profitably. As a result, our housing stock will stagnate and continue to age. Pressure to re-develop existing properties and make them more profitable will mount. Small businesses will be priced out of Longmont. Middle-income families with children will be forced to look elsewhere for bigger and newer homes.





## Direction for the Future 3: Expand Prosperity through Innovation, Efficiency and Education

This Direction for the Future says we can best use City resources to protect our quality of life by remembering that it is built on a foundation of material prosperity. Residents who favor this Direction believe we need to do more to establish and sustain a business-friendly environment. Companies and individuals who want to conduct business here should encounter as few obstacles and disincentives as possible. In order for a community to weather the inevitable changes in the national economy, it needs to have a balanced local economy with a good mix of industries and commercial activities that offer a wide range of employment opportunities. This is crucial as well because, as supporters of this Direction point out, no community can truly thrive if a portion of its members struggle to make ends meet. In order for the community to do so, everyone must prosper individually. All citizens must be able to meet their basic needs (food, shelter, health care) before they can think about more education or improving their prospects for employment. Residents need to be able to find good jobs locally, and businesses can't perform at a high level without well-trained employees. Increasingly, employees need people who are creative, are flexible, have multiple skills, and are innovative in their thinking. Our schools therefore must produce graduates who will become the next generation of successful entrepreneurs, managers, and skilled workers. A prosperous community will thus offer abundant opportunities for people to acquire the education or training they need, through whatever means they learn best.

### *Examples of this Direction for the Future*

Investing in “human capital” can benefit communities, regions and even entire states. In Virginia, for example, 23 taxpayer-supported Workforce Development Services (WDS) centers are located on or near community college campuses. These centers meet the requirements of both employers (e.g., for Oracle, Cisco, ASE, etc.) who need employees with certain knowledge and skills and of students who need classes beyond the basic academic curriculum in order to become bookkeepers, cosmetologists, nurse's aides, truck drivers, etc.

Virginia was moved to establish the WDS centers by demographic trends:

During this decade, the leading edge of...[the baby boom]...will begin to hit retirement and the Commonwealth [of Virginia] will experience a major increase in its 55-and-over population. The net result of this will be a “graying” of the overall population. One implication of this event is that younger entry-level workers will be in short supply. This should significantly elevate the importance of workforce services in facilitating the efficient and effective use of existing labor resources by getting younger trained workers into the workforce, and by retraining or upgrading the skills of older incumbent workers.



Subsequent research has shown that, for every \$1 Virginia invests in human capital via the workforce training/education from the WDS centers, the state's economy receives \$8 in benefits. Moreover, the WDS Centers make a significant contribution toward meeting some of Virginia's more critical workforce needs. In 2002-2003 they produced enough graduates to meet 100 percent of the annual demand for respiratory therapists; 36 percent of the demand for registered nurses; 58 percent of the demand for physical therapist assistants; and 29 percent of the demand for licensed practical nurses.

Nationally, the Center on the Educational Quality of the Workforce estimates that a 10 percent increase in training/education level leads to a 4.9 to 8.5 percent increase in the dollar value of manufacturing output, and a 5.9 to 12.7 percent increase in the dollar value of non-manufacturing. Moreover, these estimates of annual increased economic output are not one-time benefits—they are part of a stream of economic benefits that continue over the entire time that training recipients are active in the labor force.

### ***Why should Direction 3 be the City's priority?***

If this Direction for the Future were the City's highest priority when making policy, what would be the benefits? What good things would be achieved?

- Business activity is the foundation on which all sustainable communities are built. It produces not only the goods and services we want, but also the jobs, salaries, and wages we need in order to live. It also generates the tax revenue that supports government activity, and the profits that expand our economy (a portion of which become the charitable contributions that support the work of not-for-profit organizations). Business is "the engine of progress"—it responds innovatively, efficiently and effectively to what people want. It is the source of the innovations and efficiencies that enable us to improve our standard of living. Nothing is possible without it. For this reason a robust economy must always be our priority.
- Most people prefer to spend most of their income on a combination of goods and services that are unique to them. Obtaining these is what enables them to get what they personally want out of life. They don't want to be compelled to spend their hard-earned dollars on things that are less important to them than they are to other people. Compulsory spending—taxes, fees, and other government-imposed costs—renders them less free to realize their particular vision of the good life. For this reason, most people want to keep public spending to a minimum. They want government to provide only those services that benefit everyone, or that the private sector is unable or unwilling to provide at a comparable or lower cost. They understand that the healthier the private sector is and the smaller government is, the stronger and more sustainable the community as a whole is.

## ***What Can be Done?***

Supporters of Direction 3 recommend taking actions like these:

3(a). Just as the private sector is adapting to the global economy with new innovations and greater efficiency, municipal government needs to adapt to rapidly-changing circumstances. The City should "think outside the box" when it comes to services, partnerships, management, citizen relations, and public decision-making.

3(b). The City should contract with organizations—for profit or not-for-profit—for services that the latter can perform more economically and should concentrate on providing those services that municipal government must or can best undertake.

3(c). With the cooperation of the business sector, launch an "Invest in Longmont" campaign to encourage people to patronize local businesses, especially those that are unique or especially important for realizing our vision for Longmont.

3(d). Convene businesses to ascertain what products and services they have to get from outside Longmont, and then discuss strategies for enabling and encouraging them to purchase locally.

3(e). When deciding whether to recruit a business to Longmont, consider whether the jobs it will create can be filled locally, rather than by moving existing employees—especially if incentives are contemplated.

3(f). Be more strategic with partners such as business, not-for-profit-organizations, school district, and community-based organizations so that each performs optimally what it can do best.

3(g). Work with the Office of the Governor and the state legislature on measures that would benefit Longmont. Hiring a Capitol lobbyist for the City might be worth considering.

3(h). Create more opportunities for efficiency—and effectiveness—enhancing partnerships by leveraging City assets.

3(i). Strengthen relationships between the City, business, the schools, and the community at large. Find ways to study problems and opportunities and to make decisions collaboratively. Share responsibility and authority with partners.

- If local government must utilize public revenues, it should do so as efficiently as possible. Its job is to serve the community—all the community. Where business is concerned, the City should confine its efforts to providing incentives and creating partnerships. If enough people want to see improvements made, the community will find a way to pay for them. The political process is not for deciding what life in Longmont should be like—it's for

## What Can be Done?

3(j). When talking with a company about relocating to Longmont, it's important not to "give away the store." The City needs to be careful not to offer incentives that in the long run don't represent a sound investment. Companies that want to come here should accept the community's priorities, standards, and expectations. We have assets they consider attractive. The City should negotiate with them so that the outcome protects and promotes Longmont's interests.

3(k). The City should work with the schools, business, FRCC, and the community to ensure that all Longmont-area students have meaningful opportunities to obtain the education or training they need. This means providing a wide range of choices, including vocational education, that are geared to the different interests students have and to the different ways individual students learn best. It might also mean that the community as whole, not just the schools, should set clear, broadly-supported educational standards and goals for our young people.

3(l). Community groups, businesses, and even individual residents might "adopt" a school or a group of students who need more support than the schools can provide.

3(m). Without excellent schools, company CEOs may decide against enrolling their own children locally. As a result, Longmont might lose both the companies and the enormously beneficial role that CEOs play in a community when they are resident for an extended period of time.

3(n). The City should support efforts to ensure that all children, but especially those who are "at risk," begin school ready to learn. Providing universal, high-quality early childhood education is the single most important thing the community can do to ensure that all students emerge from their K-12 education with the knowledge and skills they should have.

3(o). Ensure that the City's Capital Improvements Program is aligned with its plan for and zoning of enough land to accommodate the commercial and industrial development and tax base that will be necessary to sustain the City's ability to provide quality services. Areas that are targeted for employment and commercial development must be adequately served by utilities and transportation systems.

3(p). Help FRCC relocate some of its facilities to help anchor the downtown business area.

providing those services that everyone needs and benefits from. Collective "choices" can be made legitimately only through the free and mutually beneficial decisions of individuals pursuing their private goals in the marketplace.

- Even if the great majority of residents wish to authorize the City to invest public resources in projects that will contribute to Longmont becoming a mature, sustainable

community, the fact remains that improvements can't be made unless those resources are adequate. Ultimately, public funds are generated by business activity and the various taxes that businesses and consumers pay. Not making prosperity our priority will only mean that we will have fewer public resources to devote to the public undertakings we agree on.

- Because commerce is the bedrock of any community, Longmont needs to focus on creating and sustaining a business-friendly environment. A business-friendly environment, however, must include a first-rate educational system. Businesses require well-trained employees whose creativity will lead to new innovations and whose participation in the competitive free market will force them to find new, better, and less expensive ways to do things. Not surprisingly, good schools are one of the chief reasons businesses are started in or move to a community—and then stay there. Our schools thus need to produce skilled graduates who will become the next generation of adults whose efforts in the workplace keep businesses in Longmont and its economy strong. But skilled graduates also earn more money on the job than their less-skilled counterparts do. And because they make better salaries and wages, they are able to buy more. Good schools thus turn out not only the producers of goods and services a community needs, but the consumers it needs as well. A larger, higher-income local work force would increase sales tax revenue from shopping at local merchants.
- The presence of Front Range Community College benefits our community in many ways, especially by educating young people who are not bound for a four-year college but who want to acquire the skills needed for technical jobs. But FRCC depends heavily on revenue generated by providing training to employees of local companies. If we start to lose, or fail to attract, good companies (like Amgen, for example) because we don't have high school graduates with the basic skills and ability to learn that those companies need, FRCC could be forced to reduce its course offerings locally, or perhaps even close its Longmont campus altogether.
- Longmont's budget depends on sales tax and property tax from existing businesses. Retaining these businesses is essential to the city's financial health. Ensuring a well-educated and properly-trained local workforce would contribute to business retention and perhaps even expansion. Education and training could increase entrepreneurship and hence more business creation and employment within Longmont.
- If we are concerned about ensuring that Longmont's population remains diverse, the community must do what we can to preserve the affordability of living in Longmont. The best way to make certain it does is by having a diverse local economy that provides a variety of jobs, is able to

weather downturns in the larger economy it's part of, and grows at high enough a rate to keep everyone's income rising. Longmont is part of a regional economy. In order to compete effectively in that economy we need to be able to compete with neighboring communities, including, if necessary, offering business incentives. Incentives should be considered in appropriate cases because of the long-term net benefit to the community.

- Longmont has the advantage of being a full-service, free-standing community with city-owned water, sewer, and electric utilities. This affords Longmont the opportunity to use these assets to obtain benefits from service partnerships with other local governments in the region. Partnerships can result in lower infrastructure and operational costs for residents of the partner cities. Similarly, sales tax-sharing agreements can help ensure that revenue is returned to those areas that bear the costs of providing services.

### ***Why shouldn't Direction 3 be the City's priority?***

What's the down side of this Direction for the Future? What costs or undesirable consequences would it have?

- We don't need to make expanding our prosperity a priority because it is every community's most pressing concern. That's inevitable. People always make sure they are doing the best they can to improve their personal standard of living. The private sector is so competitive that we can never take our economy for granted. The problem is, when people talk about putting commerce first, they tend to forget about everything else. "Business" or "the economy" is a bit like "national security"—it's a trump card some people play to close off public discussion of anything other folks want to talk about. It's unhealthy in all sorts of ways to be obsessed with the bottom line, including economically. We have to understand that the things that make a community a great place to live and visit are precisely those things that create and maintain a good business environment. People don't live here or visit here to enjoy the economy—they live here and visit here because of the things that make a robust economy possible.



- Because so many people work outside Longmont, our local economy will never be more important to our community's well-being and sustainability than the larger economies of the Denver area, Colorado, and the U.S. as a whole. We can afford to make other things (e.g., investing in our environment, culture, and the community) our priority because they will pay off big in terms of the business they generate over the long-term.
- Unfortunately, an emphasis on prosperity usually means "more of the same." In the U.S. economy today, that means more "big box" mega-stores, more chains, more strip malls, more sprawling development and traffic congestion. It's not in the long-term interest of our community to have our local businesses driven out by competition from large national and international companies that do not have a significant stake in Longmont's quality of life.
- Longmont should not offer businesses incentives. People pay taxes in order to receive public services. Directing public tax dollars into propping up commercial development is a misuse of public funds.
- Regional partnerships sound good; they imply cooperation for mutual benefit. But they can unintentionally lead to infrastructure investment decisions that are not in the interests of one or more of the partners. A binding commitment to provide a service such as water or electrical power beyond the city limits can result in the City losing money if costs, market prices, or demand for the service changes over time.





## Direction for the Future 4: Expand the Principles of Cooperations and Shared Responsibility Throughout the Community

This Direction for the Future says we can best use City resources to ensure Longmont remains the community we want to call home by improving the ability and willingness of citizens and City government to work together in partnership, and of citizens to interact with each other with mutual respect and appreciation. Residents who favor this Direction want us to recognize that the heart, soul, and mind of a community reside in its people. We should build on our strong civic relationships, positive attitudes, and community-oriented values to make Longmont stand out as brilliant example of what a free, self-governing people can achieve when they take personal responsibility for their common future, share equally in the work of setting priorities, and commit themselves to moving forward together.

### *Example of this Direction for the Future*

Investments in “community capital” can directly improve the quality of life in a community. In the neighboring cities of Fargo, North Dakota and Moorhead, Minnesota, for example, local governments provided funding to the not-for-profit sector to promote diversity. In the early 1990s, a group of community leaders drawn from the school system, social services, local government, and the not-for-profit community came together to address the mounting friction between the area’s growing population of migrant workers, primarily Hispanic, and the increased number of refugees who would then be resettled there. Among the largest new ethnic groups

were Bosnians, Sudanese, Kurds, and Somalis. The group of leaders believed that understanding the value of diversity is an education process. It comes easily to some, but not so easily to others. They knew they had to be proactive in creating a community where difference was not only accepted, but valued as well.

With funding from four local governments, the United Way, the community foundation, a local corporation, and a national foundation, Fargo and Moorhead created Cultural Diversity Resources, Inc. During the decade that followed, plans were developed by volunteer citizen action teams to address issues and opportunities in education, employment, housing, media, and health. One obvious problem across all these issue areas was language. In 1997, Cultural Diversity Resources, Inc. started the Community Interpreters Service to schedule bilingual interpreters for more than 4,500 new residents who needed assistance navigating community systems. In one year the client base for these services increased by 30 percent. Almost 5,000 people have learned about cultural differences through workplace and community training programs. The school system and parents have worked on an inclusive curriculum that embraces the many nationalities represented in public schools. Mutual-assistance associations are forming and multiethnic leadership training has led to new people participating in community affairs.

A strong community produces many sorts of benefits, including economic payoffs. Consider the case of Tupelo, Mississippi, an isolated city of 35,000 in an overwhelmingly poor rural part of the South. Tupelo is home to more than 40 Fortune 500 or internationally-recognized companies. The Tupelo area is the largest producer of upholstered furniture and the second largest manufacturer of all furniture sold in the world. It has the largest non-metropolitan health care facility in the United States.

Why did this happen? One key was the community-building role of the local newspaper. In the 1930s, the owner of the paper set out (despite considerable local resistance) to become part of the civic leadership of the community while raising the tough issues in the forum that his newspaper provided—issues ranging from labor relations to race. He and his supporters understood and promoted three important principles of renewal: working together, education, and community involvement. All three ideas point of the same concept: we are all in this together.

### ***Why should Direction 4 be the City's priority?***

If this Direction for the Future were the City's highest priority when making policy, what would be the benefits? What good things would be achieved?

- Just as a community requires a physical infrastructure—water and sewer pipes, streets, telephone lines, street signs, and so on—it also needs a “civic infrastructure”: the connections, relationships, attitudes, habits, and processes that are essential in order for people to respond effectively to the problems, needs, or opportunities that affect everyone. This civic infrastructure is the practical expression of what we call “community”: the value we place on friendliness and civility among people who don't know each other; acceptance of responsibility for life beyond one's door; mutual respect; open-mindedness; commitment to the good of the community; dialogue; concern for the well-being of others; inclusiveness; leadership; democratic decision-making procedures; and other essential elements of a healthy public life.
- A community that is able to respond effectively to problems, needs, and opportunities is one that “works.” Such a community experiences fewer unresolvable issues, divisive conflicts, and intractable problems and crises than communities that are nothing more than a collection of persons and groups who happen to occupy the same space, each of whom are trying to go their own way without reference to their neighbors and fellow citizens. If “build it and they will come” was ever true, it's true of a community that works. People want to live in, and companies want to do business in, a community that has the ability, skill, and willingness to adapt constructively and productively to change.

## ***What Can be Done?***

Supporters of Direction 4 recommend taking actions like these:

4(a). Ask all members of the community to take personal responsibility for responding to the needs, problems, desires, and opportunities the community encounters—urge them to ask themselves, What can I do? This should include even young people. The City and the schools might work together to create a community service program to encourage people to contribute to our community in a host of ways.

4(b). During the past five years, the City has partnered with the community in developing and implementing a multi-cultural plan and has developed comprehensive community involvement strategies. These need to be continually refined and expanded.

4(c). The City's existing leadership development program for neighborhood group leaders should do more to facilitate the creation of leadership programs and classes with a focus on organizational skills, civic responsibility, and collaboration that introduces residents to leadership in a variety of contexts, from the family up to and including inter-city or regional affairs, thereby affording a large number of people multiple points of entry into positions of public responsibility. Many cities have a leadership program like this (including Fort Collins and Loveland), usually run jointly by the City and the Chamber of Commerce.

4(d). Encourage and enable people occupying key positions in local government, business, not-for-profit organizations, and the community to speak up and out, to demonstrate the passion they feel about Longmont and the efforts to make it even better than it is, to exercise leadership, and to take risks on the community's behalf.

4(e). The City should establish a “community mentors” program whose volunteers would meet newcomers to Longmont, form relationships with them, and help them integrate themselves into the community.

4(f). Following the example of cities like St. Paul, Minnesota, the City's Neighborhood Group program should extend its reach in order to connect neighbors and neighborhoods to each other through networks that enable them to

- By spreading both responsibility and authority as widely as possible throughout the community, citizens can learn to behave less like (often dissatisfied) customers and more like partners. When people have responsibility for and the authority to act on problems or opportunities, they become energized, creative, and ultimately less reliant on the City to do things for them. Public safety and social services are two large categories in the City's budget. A portion of these expenses perhaps could be redirected to other community needs or desires if Longmont's residents demonstrate a higher level of community-mindedness and collaboration.



## What Can be Done?

communicate with each other about problems or issues of common concern. In turn, these “horizontal” networks” should be connected “vertically” with City government in a way that affords citizens meaningful opportunities to provide input and to influence the making of decisions.

4(g). City-sponsored but resident-organized block parties—maybe as many as 4 per year—would help neighbors get to know each other. This would make it easier to establish a “council of neighborhoods,” like the one in St. Paul, which is organized from the block-level up.

4(h). We should work with our local media—the newspaper, public access cable television, and radio stations—to create forums for dialogue and deliberation. If the private sector cannot or will not do this, the community should take it upon itself to create alternatives.

4(i). The City should hire a person to serve as liaison between it and the schools, thereby building strong relationships, creating partnerships, and putting community volunteers into the schools and students into the community.

4(j). If it doesn’t have one already, the City should enhance public access cable programming (perhaps with the assistance of Front Range Community College students) that focuses on Longmont people, events, and issues.

4(k). As a symbol of unity in diversity, why not make Longmont the “City of Bridges”? We could construct small but prominent bridges between different areas and neighborhoods. This would demonstrate (and facilitate) our connections to each other while also emphasizing the distinctive character and identity of the different places where people live.

4(l). As Direction 1 also recommends, everyone should learn enough of a second language (Spanish or English) to interact successfully with others on at least a very basic level (e.g., saying hello, giving directions, asking whether a person speaks one’s own first language, and knowing the names of common, everyday things). The City, the schools, and FRCC might work together to create a short, intensive program to help residents achieve a rudimentary level of fluency.

- Perhaps the biggest benefit of increasing the responsibility and authority of citizens is that they will feel they have more control over life in their neighborhoods and community. As a result, they take a greater interest in local government. Longmont has many volunteer positions on boards and commissions that go unfilled or that depend on the same small group of people. City government can’t operate democratically and effectively when its advisory bodies have to go begging for members. One thing City government can do is to ask existing board and commission members to go directly to other people and persuade them to participate.

- Retail leakage—spending money at stores outside of Longmont—might be reduced and sales tax revenue increased if Longmont residents placed a higher value on supporting local merchants.
- A reputation for “diversity and community” could enhance the Longmont “brand” as a desirable place to live, thus supporting home prices.
- Building “community” in Longmont will make us safer, less isolated, less frustrated, less angry, and less afraid. People who feel this sense of community have good relationships with one another, and that breeds trust and mutual confidence. Civic engagement also helps develop the leaders we will need for future generations. It’s crucial, therefore, that in building “community” we focus on our young people.
- Of all the Directions for the Future presented here, Direction 4 does the most to reach out to all Longmont residents and provide them with opportunities to connect themselves with the City and the broader community. Direction 4 is a pre-requisite for widespread citizen participation in the efforts that Directions 1, 2, and 3 recommend. Direction 4 is also a pre-requisite for an adequate community response to matters of equal opportunity, equity, and fairness that must be addressed in order to close the various gaps—economic, educational, etc.—that exist between people in Longmont.
- The proposal in Direction 1 to encourage everyone to learn a little of a second language would do a great deal to weave the human fabric of our community into stronger cloth.
- “Community” is “civic capital”—an asset the value of which we can’t afford to let decline. As with any asset, we need to invest it so that it grows. Direction 4 shows us how to do this. If our civic capital increases, as a community we will be more effective, more efficient, and more satisfied with our efforts to meet needs, respond to challenges, and seize opportunities. We will find it easier and more productive to take steps such as those mentioned in Directions 1, 2, and 3.

### *Why shouldn’t Direction 4 be the City’s priority?*

What’s the down side of this Direction for the Future? What costs or undesirable consequences would it have?

- It’s unrealistic to think that a city of 80,000 (and growing) can ever be a community in the sense “community” is usually meant. When we think of a “community,” we think of small towns in New England, not medium-sized cities in an urban area of several million. None of us will ever get to know, even just a little bit, more than a very small number of our fellow residents. Longmont is actually a small “society,” an inevitably impersonal place where an immense variety of people live their lives in ways

that can and often do conflict. We can aspire to civility and decency, and even to a less-impassioned, more-cooperative approach to resolving our differences. But we can never approach the kind of community envisioned by Direction 4. The buy-in of too many individuals, organizations, and groups would be required for it to work. It would consume too much of most people's time, which is already stretched thin. Like all cities, Longmont is a place for people to work, to make homes, to raise families, and to enjoy leisure activities. The vast majority ask only that the City provide basic services and otherwise avoid adding to their burdens and responsibilities.

- It's hard to see what the City could—or should—do to “build community.” A community can create a government for itself, but the reverse isn't true. “Community” is something that the residents of a place generate through their interactions with each other. The very idea of using government to promote more or better interactions just isn't consistent with what community is all about.
- Involvement in community life has a downside. There are undesirable aspects of life in a place where everyone knows you, knows what you're doing, and forms judgments about both. Life in “community” can be oppressive, short on privacy, restrictive, and disapproving of individuality and personal freedom. We should preserve the Longmont we have, and maybe make some improvements, but we shouldn't attempt the kind of thorough-going transformation Direction 4 recommends.
- Cultivating “community” might have unintended consequences. For example, it could create a division between people who reside inside the city limits and people whose lives are tied closely to Longmont but who happen to live outside the city limits. It might also create divisions between people who've lived here for a long time and those who've lived here only a short time. Finally, and



perhaps most important, it could reinforce the division between “insiders” who are willing to conform to the community ideal and live by its informal rules, and “outsiders”—those who just want to live freely and privately, without taking an interest in or even having to pay much attention to what goes on outside their families and the circle of friends and acquaintances they've voluntarily chosen to associate with.

- Again, it isn't reasonable to expect everyone to learn a second language. If people are disposed to do this, we should encourage them. But the fact of the matter is that everyone must learn to speak English, because all our activities are conducted in English. Because this is not true for Spanish, it need not and should not receive equal emphasis.



## Appendix:

# Background Information on Directions for the Future

The data presented in this Appendix provide background information relevant to the four Directions for the Future. Information was gathered from the City of Longmont Community Profiles and the U.S. Census Bureau, among other sources.

### Direction 1: Enrich the Experience of Living in Longmont

**Exhibit 1.1**

Community Amenities in Longmont	
Hospitals	1
Assisted care / retirement communities	12
Churches	58
Library	1
Golf courses	4 (3 public)
Airport	1 (municipal)
Neighborhood parks	29
Community parks	4
Hotel/motel rooms	452
District and nature areas	6
Greenways	6
Shopping centers	1 major regional center 18 + neighborhood centers
Major supermarkets	7
News media	1 major newspaper
Radio stations	1
Major banks	12 + branches
College	1 community college

Source: City of Longmont, Longmont Community Profiles, Other Quality of Life Statistics.

**Exhibit 1.2**

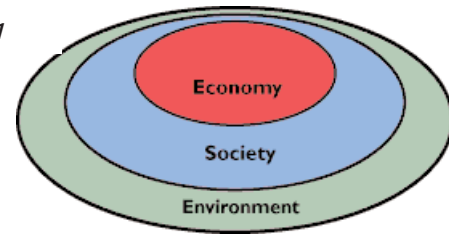
Key Longmont Assets
Boulder County Fairgrounds
Macintosh Lake
Proximity to Rocky Mountain National Park and to 29 ski areas
Rhythm on the River
Sandstone Ranch
The Longmont Museum
The Longmont Symphony Orchestra
The Longmont Theatre Company
Union Reservoir
Vance Brand Civic Auditorium

Source: City of Longmont, Longmont Community Profiles, Other Quality of Life Statistics.

### Direction 2: Enhance the Environment, Natural and Built

Exhibit 2.1 depicts a sustainable community as three concentric circles representing the environment, society and the economy. In this view, society and the economy depend on natural environment.

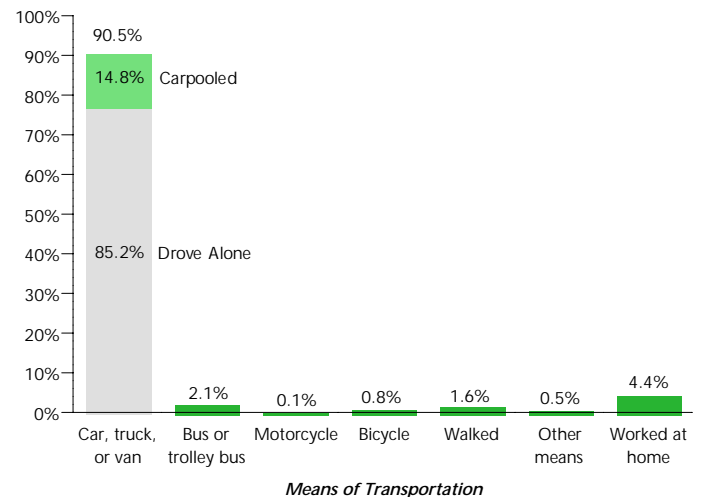
**Exhibit 2.1**



Source: <http://sustainablemeasures.com/Sustainability/ABetterView.html>

The graph below depicts Longmont residents' means of transportation to work as of 2000, according to the U.S. Census.

**Exhibit 2.2**  
How Longmont Residents Get To Work



### Direction 3: Expand Prosperity through Innovation, Efficiency and Education

The table below lists the top employers in Longmont as of November 2004.

**Exhibit 3.1**

Company Name	Product	Employees
St. Vrain Valley Schools	School district	3,400
Longmont United Hospital	Regional hospital	1,212
Seagate Technologies	Computer disk drives	1,200
ConAgra Foods	Value added turkey products	950
Maxtor Colorado	Computer disk drives	850
City of Longmont	City government	814
Intrado	911 Database and mapping	754
Amgen	Biopharmaceuticals	600
McLane Western	Grocery distribution center	545

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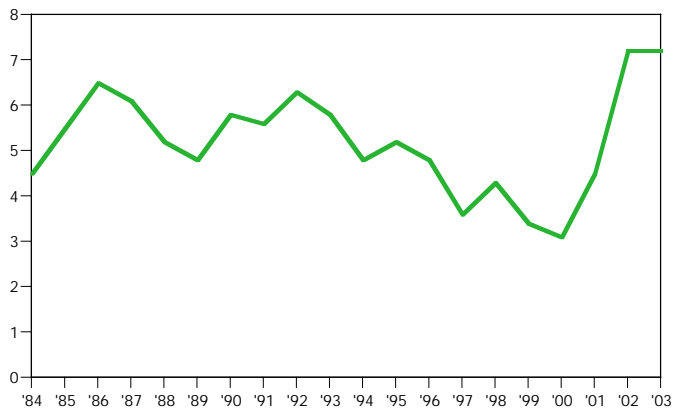
**Exhibit 3.1 (continued)**

Company Name	Product	Employees
Federal Aviation Administration	Aviation control center	380
Digital Globe	Satellite imagery	350
Xilinx	Programmable Logic software	340
Longmont Clinic	Medical services	339
Daily Times-Call	Newspaper and printing	285
PharMerica	Regional billing office	215
Cornice, Inc.	Computer storage element	150
AMD	Semiconductors	140
Woodley's Fine Furniture	Household furniture	136
Circle Graphics	Digital billboards	124
Mentor Graphics	Software tools	113
Array BioPharma	Pharmaceutical research	110
Lund International	Automobile products	105
STMicroelectronics	Engineering design of microelectronics	105
Sun Construction and Design	Construction and design	101

Source: City of Longmont, Longmont Community Profiles, Neighborhoods.

A sustainable community strives to employ as many residents as possible. The graph below shows the unemployment rate of Longmont residents from 1984 to 2003.

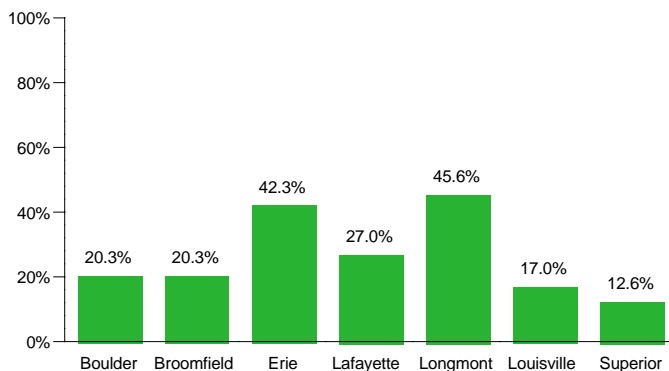
**Exhibit 3.2**  
**Longmont Unemployment Rate**



Source: City of Longmont, Longmont Community Profiles, Employment and Income.

The graph below depicts the percentage of persons who both live and work in Longmont, compared to other nearby communities.

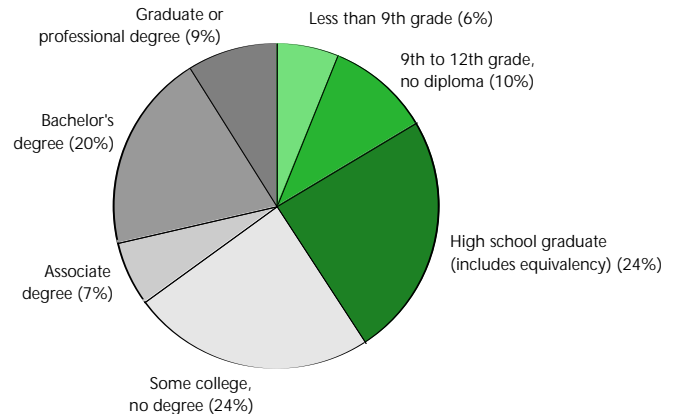
**Exhibit 3.3**  
**Residents Who Also Work in Longmont**



Source: City of Longmont, Longmont Community Profiles, Employment and Income.

The exhibit below displays the educational distribution of Longmont residents over the age of 18. Data are from the 2000 U.S. Census.

**Exhibit 3.4**  
**Formal Education of Longmont Residents**



Source: City of Longmont, Longmont Community Profiles, Employment and Income.

#### **Direction 4:** **Extend the Principles of Cooperation and Shared Responsibility Throughout the Community**

The table below shows 51 registered neighborhood groups that work with each other and with the City to address matters of shared concern.

**Exhibit 4.1**

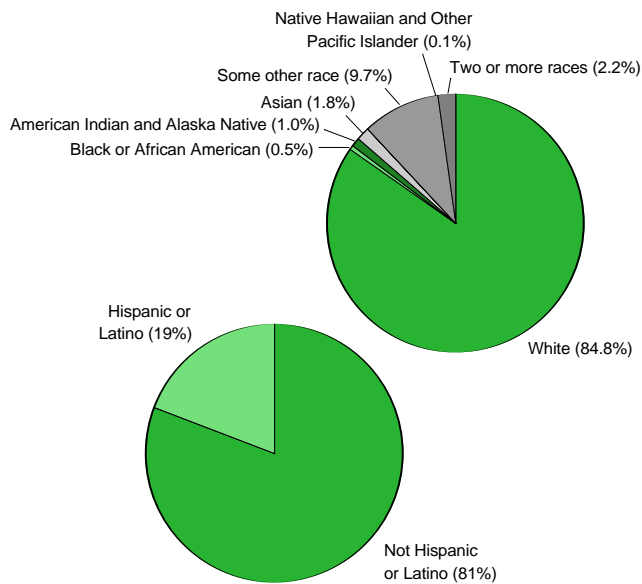
Group Name	Group Name
1. 9th and Hover	27. Meadowview - Carriage Manor
2. Aspen Grove Village	28. Mill Village
3. Bohn Farm Neighborhood	29. Mountain View HOA*
4. Champion Greens	30. Paramount Village Comm.
5. Clover Creek	31. Parkcrest HOA*
6. Cubhouse Terrace at Ute Creek	32. Park Place Condominiums
7. Columbia - Yale Drive	33. Parkridge West
8. Creekside I	34. P.A.T.I.O.
9. Fox Creek Farm	35. Pleasant Valley
10. Fox Hill	36. Prospect
11. Fox Hill Ridge HOA*	37. Quail Crossing
12. Fox Hill - Filings II & III	38. Rainbow Ridge
13. Garden Acres North	39. Reynolds Farm
14. Golden Pond Estates	40. Southmoor Park
15. Grand Meadow Mobile HOA*	41. Southridge Heights
16. Grand View Heights II	42. Sugarmill Farms
17. Hillside	43. The Meadows
18. Historic Eastside	44. The Shores
19. Historic Westside	45. The Summit
20. Kensington	46. Twin Peaks Village
21. Lake McIntosh Farms	47. Valley Subdivision
22. Lashley Village HOA*	48. Villas at Park Crest
23. Longmont Estates Greens	49. West Point Village
24. Loomiller Neighborhood	50. Westlake Village
25. Madison Park Townhomes	51. Wolf Creek
26. Meadowview	

\* Homeowners Association.

Source: City of Longmont, Longmont Community Profiles, Neighborhoods.

The pie chart below shows the ethnic/racial composition of Longmont.

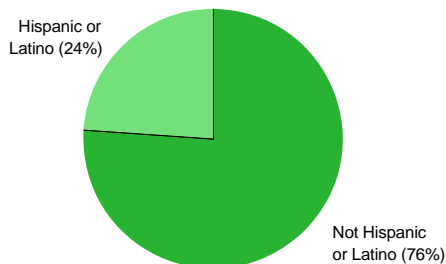
**Exhibit 4.2**  
**Diversity of Longmont**



Source: U.S. Census Bureau, 2000 Census.

The exhibit below displays Longmont's projected ethnic composition for 2009. The Hispanic/Latino is projected to increase 5 percent over the next five years.

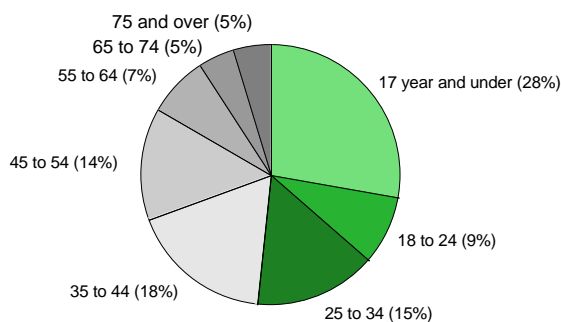
**Exhibit 4.3**  
**Ethnicity of Longmont Residents in 2009**



Source: PCensus and BBC Research & Consulting.

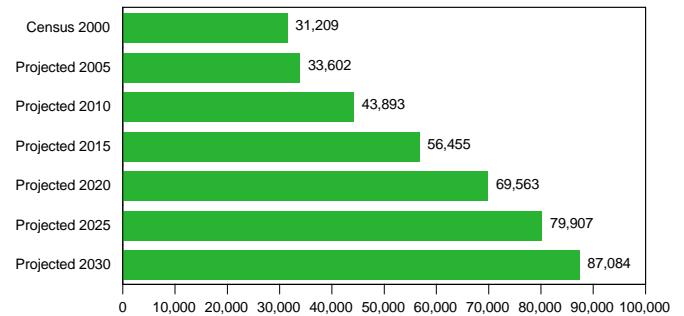
The following two exhibits display the age distribution of Longmont residents in 2000 and projected Boulder County senior population.

**Exhibit 4.4**  
**Age of Longmont Residents**



Source: U.S. Census Bureau, 2000 Census.

**Exhibit 4.5**  
**Projected Boulder County age 60 and over Population**



Source: Colorado Demography Section Forecasts: Population by Age — Estimates & Forecasts (1990-2030) <http://www.dola.state.co.us/demog/Populations/PopulationsTotals/ForecastsMainPage.htm>

The table below shows two different growth scenarios projecting population until build-out when the City will have over 100,000 residents.

**Exhibit 4.6**  
**Build-Out Population Projections**

	2003	2005	2010
Conservative Scenario <sup>(1)</sup>	76,515	81,169	85,507
Aggressive Scenario <sup>(2)</sup>	77,569	82,293	95,400
	2015	2020	2025
Conservative Scenario <sup>(1)</sup>	92,570	98,259	101,679
Aggressive Scenario <sup>(2)</sup>	101,679	-	-

Notes: Population at build-out from Comprehensive Plan projected to be 101,679.

(1) Build-out projected in year 2022.

(2) Build-out projected in year 2012.

Source: Final Demographic and Economic Forecasts - Longmont Area Comprehensive Plan Update, July 1, 2003.

## 6. Community Workshop Summary



# Analysis of Data from Focus on Longmont Community Workshop

## October 15, 2005

### Overview

On October 15, 2005, members of the Focus on Longmont Coordinating Team, City Council and representatives from the Deliberative Forums met to discuss five policy areas and strategies generated during the first two phases of the Citywide Strategic Plan process. A polling system, OptionPower, was used to gather information on participant opinions on the policies and strategies. Participants were asked to give basic demographic information, then were asked to rate their level of support for policies and their belief of the effectiveness of each policy towards building a sustainable Longmont. At that point, they met in small groups to discuss specific strategies and then the whole group chose their top two strategies. At the end, participants were asked which strategies they would be willing to help with in the future. They also conducted a basic evaluation of the workshop.

### Conclusions from Analysis

- All 5 policy areas were supported by participants and all policy areas were believed to be effective, although the numbers for effectiveness were lower than support for each policy
- None of the policies were deemed not effective or not supported
- There were no statistically significant results based on time living in Longmont or occupation – all trends were very slight deviations from the majority opinions
- The policies, in order of greatest support (with 1 = strong support and 5 = no support):
  - Promote Healthy Business Climate and Education as a Community-Wide Value (Average Score = 1.27)
  - Enhance the Natural Environment (Average Score = 1.5)
  - Promote a Sense of Community Identity and Cultural Inclusion (Average Score = 1.77)
  - Focus on Downtown (Average Score = 1.80)
- The policies, in order of greatest perceived effectiveness towards sustainability (with 1 = highly effective and 5 = not effective):
  - Promote Health Business Climate (Average Score = 1.36)
  - Education as a Community-Wide Value (Average Score = 1.86)
  - Enhance the Natural Environment (Average Score = 2.07)
  - Focus on Downtown (Average Score = 2.05)
  - Promote a Sense of Community Identity and Cultural Inclusion (Average Score = 2.11)

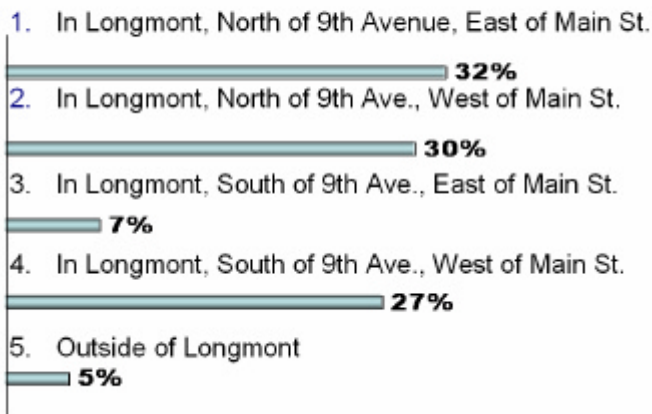
Below is a more detailed analysis of the participant demographics as well as trends based on these demographics.

### Demographics

Of the 45 participants, there was a relatively equal distribution from three of the four quadrants of the City (32%, 30%, 27%), with the fourth quadrant, south of 9<sup>th</sup> Avenue and East of Main, having fewer representatives (7%). A small group lives outside Longmont City limits (5%).



## Where do you live?

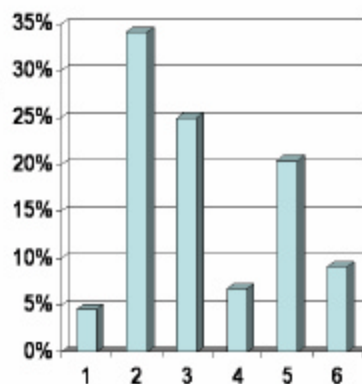


When asked how long they have lived in Longmont, the majority of participants have lived in Longmont less than 5 years and almost 70% of participants have lived in Longmont less than 10 years.



## How long have you lived in Longmont?

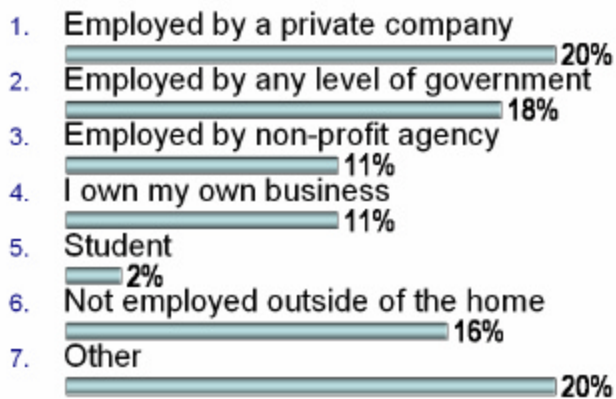
1. I don't live in Longmont
2. 0 to 5 years
3. 6 to 10 years
4. 11 to 20 years
5. 21 to 30 years
6. Over 31 years





With respect to occupation, approximately 20% of participants worked in the private sector, 18% were employed by government (note that only Council and 3 City staff members were included in polling) and 20% were classified as “Other”, which for most people polled, meant retired. In addition, almost all participants (93%) had been involved in the Focus on Longmont prior to the workshop.

### Which of the following best describes your employment?



## Policy Areas – Support and Effectiveness

Participants were asked to gauge on a scale from 1 to 5 (1 being strong support or effectiveness and 5 being no support at all or not an effective strategy):

- ☐ Their personal support for these policies and
- ☐ How effective they believe these policies will be in moving Longmont towards being a more sustainable community

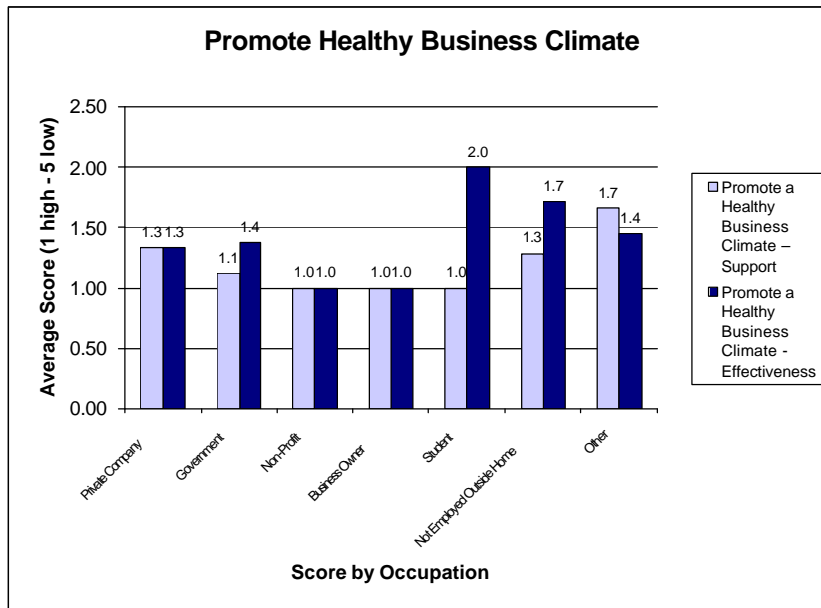
These were placed together in a comparative poll, with the first bar of each chart showing effectiveness and the second showing support.

### Policy 1 – Healthy Business Climate

This poll shows that most people strongly or somewhat support this as a policy area (98%) and believe that it is an effective strategy (91%). This strategy gained the strongest ratings amongst participants and there was very little difference based on how long participants lived in Longmont. Only one person felt this would not be effective, and that person has lived in Longmont over 30 years and is not employed outside of the home.



Based on employment, participants who were not employed in the home, students and classified as “Other” had slightly less support for this policy and believed it would be slightly less effective than others. Note that the “Student” category only had one participant. Those employed by private companies, government, non-profits and business owners rated this policy very high in both support and effectiveness.



## Policy 2 – Education as a Community-wide Value

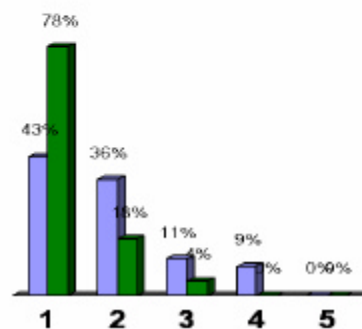
In this policy area, there was similar high or somewhat support (96%), but fewer believe that it is an effective strategy (79%). This strategy was difficult for participants to understand with respect to effectiveness and there was very little difference based on how long participants lived in Longmont. When asked why there was more support than belief in effectiveness, participants cited that the school district and other educational institutions would need to be on board and an integral part of the effort.

## Support Education as a Community-Wide Value - Effectiveness

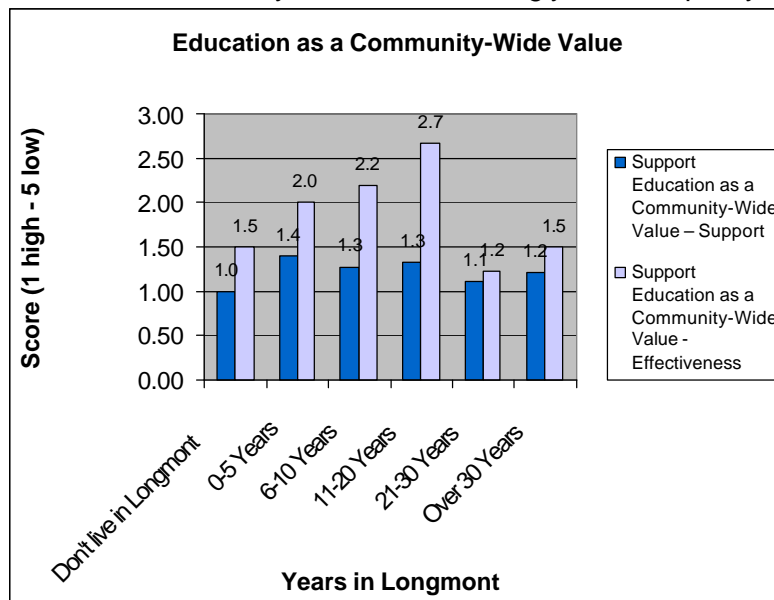
1. Strongly Effective
2. Somewhat Effective
3. Neutral/No Opinion
4. Somewhat Not Effective
5. Not Effective at All



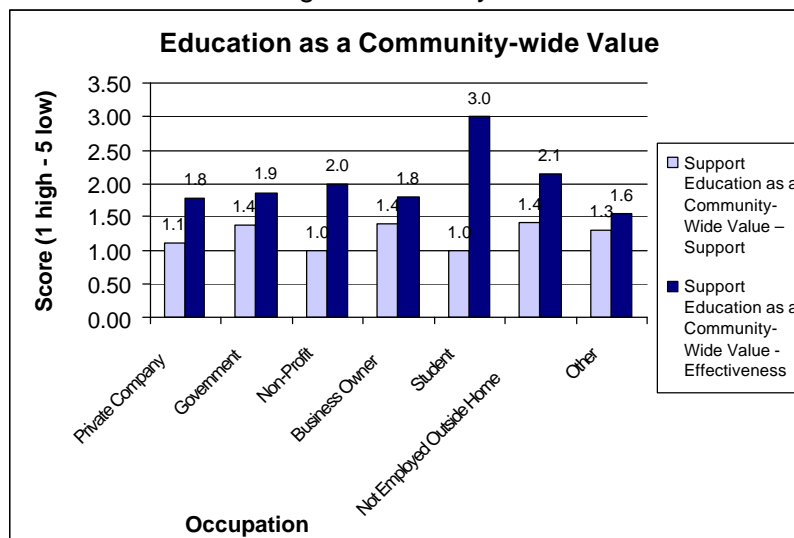
Comparative



The support for this policy is high and generally similar across all categories, but those who have lived here 0-20 years feel increasingly that this policy will be less effective.

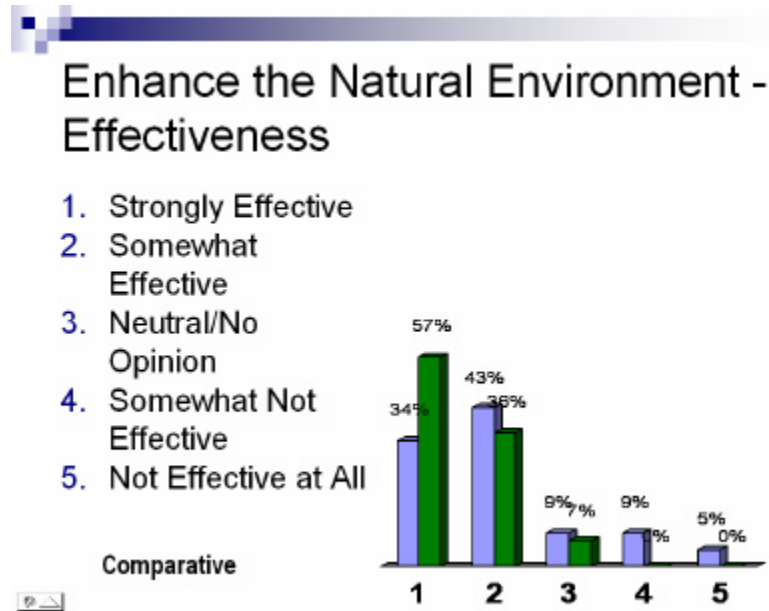


By occupation, there seemed to be little difference in the average score for support and effectiveness, but participants in each category supported this policy more than they felt it would be effective in achieving sustainability.

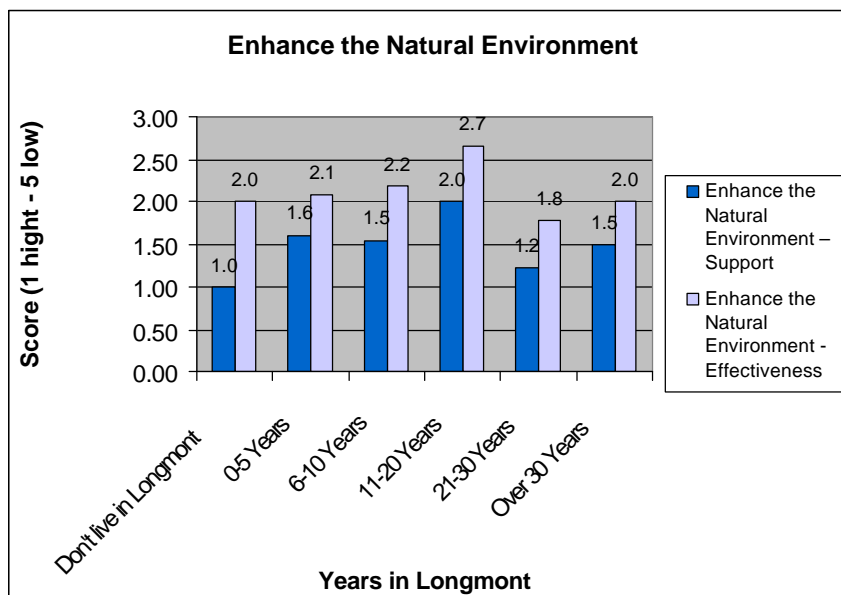


## Policy 3 – Enhance the Natural Environment

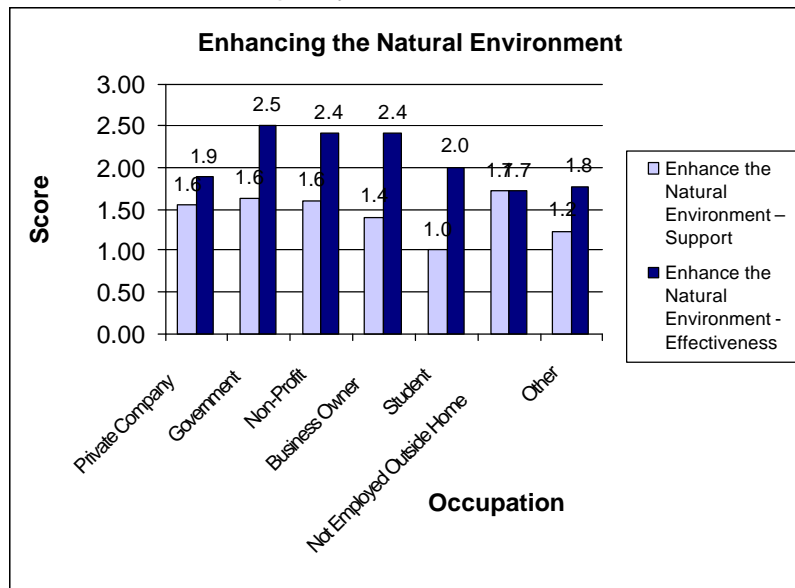
Support for this policy is still relatively high (93%) although more participants believe it they somewhat support this policy than in previous polls. This is the first policy where there are a small number of participants who believe it will somewhat not be effective or not at all effective. When asked why some supported it but didn't find it effective, comments focused on the fact that the City does not have control of all factors (other agencies, such as CDOT, the State and County, the climatic conditions, etc...).



Based on the number of years living in Longmont, a similar trend to the education policy exists, where belief in effectiveness decreases steadily for residents living here for 0-20 years, and then increases for those who have lived here 21 years or more. Support is steady for this policy with a similar trend.



By occupation, participants who work for a private company and those not employed outside of the home had little disparity between support and effectiveness. Scores for government, non-profit, business owner and student categories showed greater support than ratings on effectiveness for this policy.



#### Policy 4 – Focus on Downtown

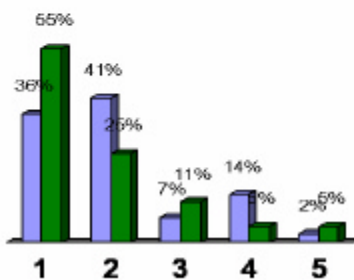
This policy area met with less support than previous policies (80%) and fewer people found this to be an effective measure (77%). This is the first policy that some participants did not support at all (10%) and did not find effective towards sustainability (16%).



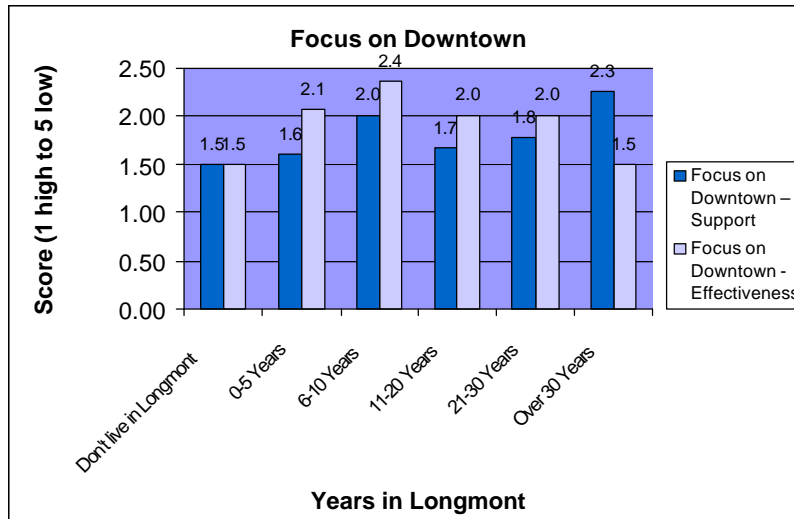
#### Focus on Downtown - Effectiveness

1. Strongly Effective
2. Somewhat Effective
3. Neutral/No Opinion
4. Somewhat Not Effective
5. Not Effective at All

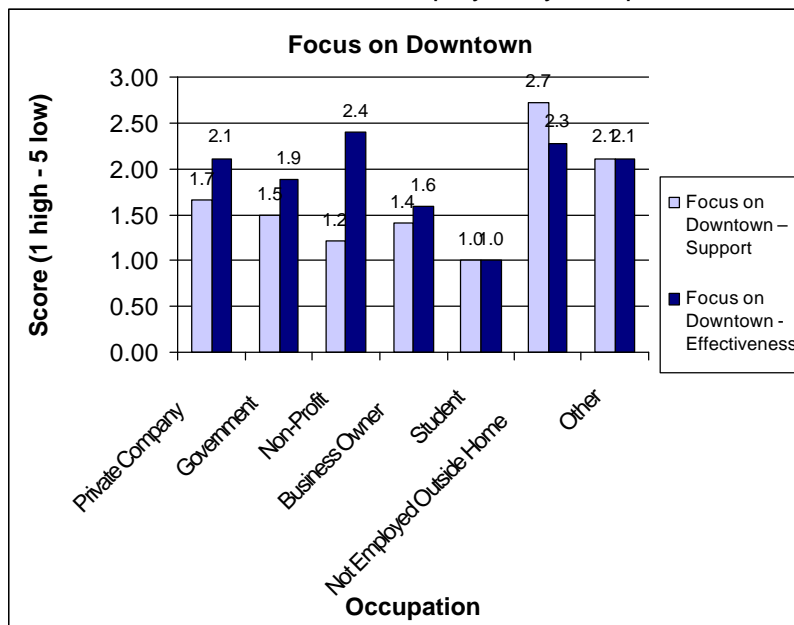
Comparative



For this policy, there is no pattern related to years living in Longmont. An interesting note is what while most participants felt that they supported this policy more than they thought it would be an effective strategy, members who have lived in Longmont over 30 years thought it would be somewhat effective but supported it less, towards no opinion or neutral.

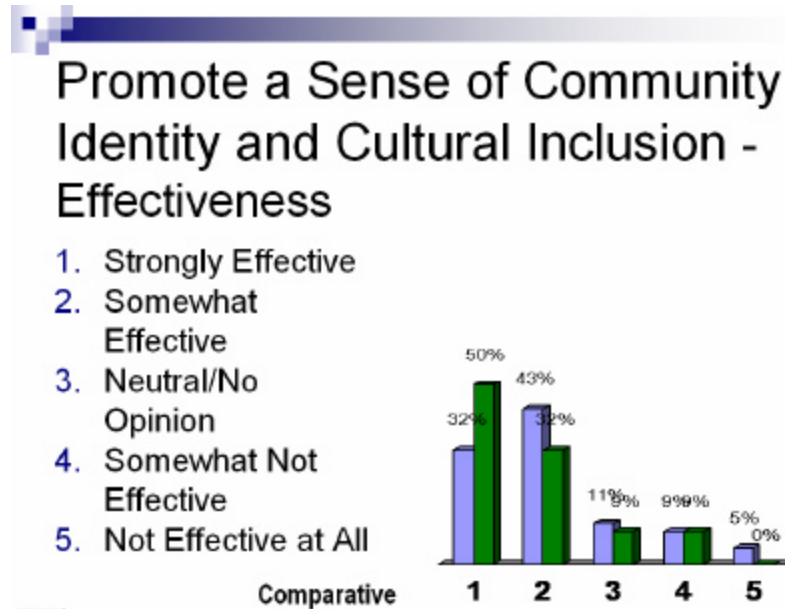


By occupation, the highest support for this policy was from the student and non-profit employees, although the only group who verged on neutral/no opinion on this policy were those not employed outside of the home, who on average found it to be more effective than they were able to support. The largest disparity between supporting the policy and not finding it as effective was evident in those employed by non-profits.

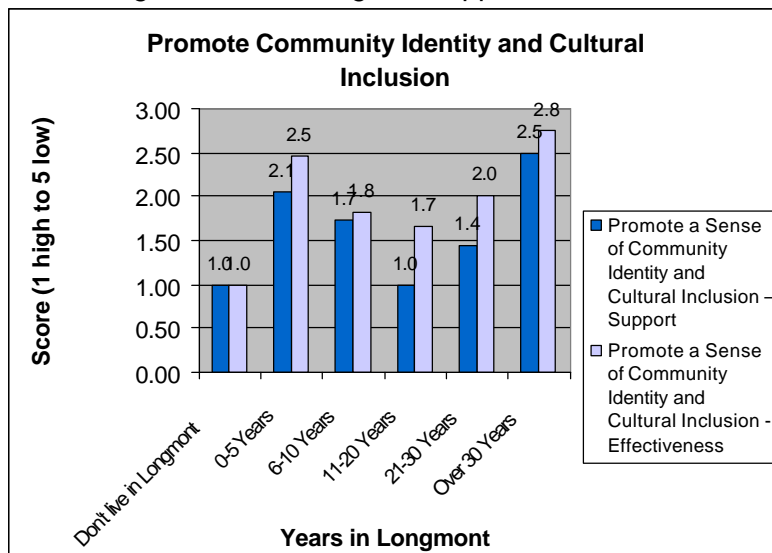


## Policy 5 – Promote a Sense of Community Identity and Cultural Inclusion

This policy area garnered similar support to Enhancing the Natural Environment and received support from 82% of participants. 75% felt it would be an effective policy to work towards sustainability. There were a few respondents that did not support and did not find it effective -- somewhat (9%) and 5% felt that would not be effective at all.

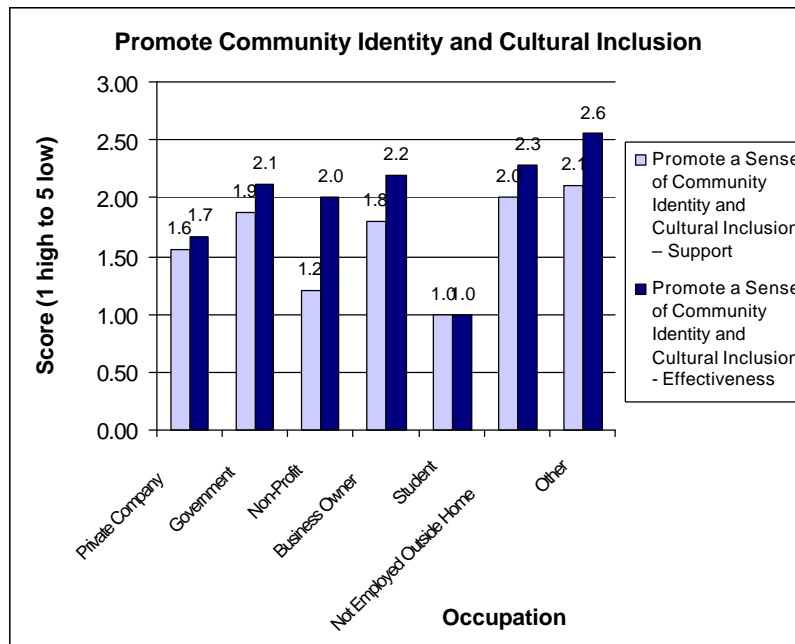


Based on years living in Longmont, those who have lived in Longmont over 30 years had the least support for this policy and on average and were almost neutral on its effectiveness. These results were closely followed by those who have lived in Longmont 0-5 years. Those who don't live in Longmont had the highest support and belief in its effectiveness as a policy.





Based on occupation, with the exception of the student, all categories showed greater support for this policy than indicated by their ratings of it as an effective policy. Those not employed outside of the home and in the “Other” category showed the least support and belief in effectiveness.

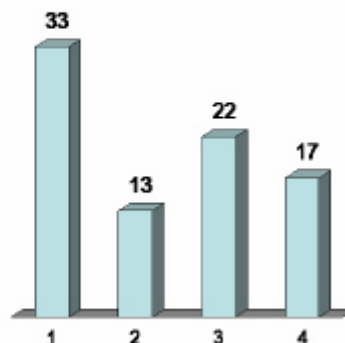


### Small Group Work

After the participants were polled on each topic, they worked in small groups to make the strategies under each policy area more actionable. They returned to a large group and polled on top strategies in each area. Please note that in the notes that follow, the education workgroup had only one main strategy, and the larger group did not vote on this.

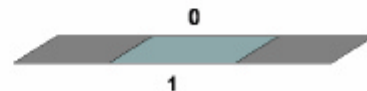
Strategies from Group Discussion on Promoting a Healthy Business Climate – Choose your top two (then push send on your keypad)

1. Create continuum of jobs by attracting balanced business through proactive marketing and coordinated approach
2. Development activities in alignment with community vision
3. Balance local and non-local businesses and sizes
4. Create greater access to City to create dialogue and streamline business opportunities



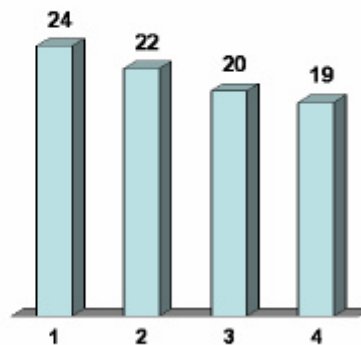
Strategies from Group Discussion on Supporting Education as a Community-Wide Value – Choose your top two (then push send on your keypad)

1. Promote partnerships between public and private sectors that enhance educational opportunities Preschool – 20 and beyond



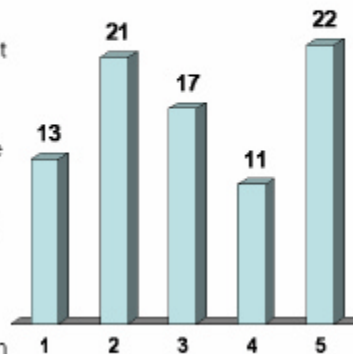
Strategies from Group Discussion on Enhancing the Natural Environment – Choose your top two (then push send on your keypad)

1. Trails: City leads trail system development with dedicated funding to implement annually
2. Open Space: Extend OS tax and create a dedicated % for multi-use
3. "Green" building: Require GB standards and architecture for new construction
4. Public transportation: City leads promoting more access in Longmont



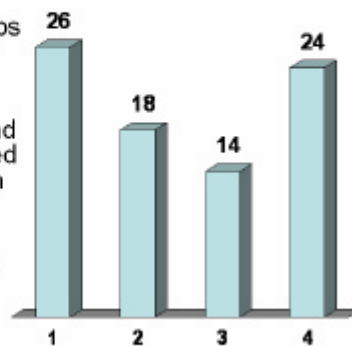
Strategies from Group Discussion on Focus on  
Downtown – Choose your top two (then push send on  
your keypad)

1. Promote the downtown as a community-wide destination
2. Encourage mixed-use development pattern so downtown is safer & prosperous
3. Foster balanced economic development that encourage viable businesses to locate in Central Business District
4. Strengthen downtown's role as the civic center of the community so everyone feels included
5. Focus on downtown physical improvements for accessibility, historical and pedestrian orientation



Strategies from Group Discussion on Promote a Sense  
of Community Identity and Cultural Inclusion – Choose  
your top two (then push send on your keypad)

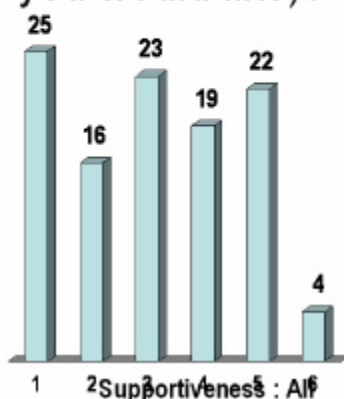
1. Strengthen and connect existing neighborhood groups and add new groups – City role: catalyst and communicator
2. Involve youth in planning and conducting new and renewed programs/activities for youth and create an environment where youth feel valued
3. Continue to promote citizen involvement
4. Support culturally inclusive community gatherings



Participants were asked about future participation. There were 4 “participants” that voted to not participate in any strategy. Those participants had actually left the session at that point and their keypads were registered as “no future involvement”.

### Which of the Policy Areas are you most likely to participate in implementing (choose as many as you would like)?

1. Promote a Healthy Business Climate
2. Support Education as a Community-Wide Value
3. Enhance the Natural Environment
4. Focus on Downtown
5. Promote a Sense of Community Identity and Cultural Inclusion
6. None

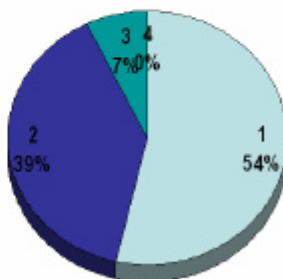


### Workshop Evaluation

Finally, participants were asked to give an evaluation on the productivity of the workshop.

### I felt that today's work was...

1. Great – it was productive and I had FUN!
2. Productive/A Good Use of Time
3. Neutral/No Opinion
4. Not at all Productive



### Summary

At the October 15, 2005 Community Workshop, participants supported and validated the policy directions that were ascertained from the Deliberative Forums and discussed specific actionable strategies under each. Through the use of computer-based polling, participants provided input on priorities for strategies to implement the policy directions. These results will be used to refine the policy directions and develop recommended policies and actions.

## **7. Community Ideas for Action**

## Focus on Longmont

## Community Ideas for Action

Healthy Economy	Education	Natural Environment	Downtown	Community	Other
Metric conversion; international commerce.	Educate new arrivals - non-citizens - about the city and what it has to offer. It will help to eliminate people's fears.	Government subsidies to developers who meet our environmental standards.	Tax-incremental funding of street fairs, taste of Main St., small business support such as tax subsidies, low interest bank loans, utility breaks, traffic speed enforcement (so people can SEE the businesses), cultural events.	Continue inventing new celebrations.	One more rec center.
More retail business diversity.	The "Bright Eyes" initiative makes sure young kids are ready when they enter school. It's run by community members, and focuses on both health and social development.	Recycling bins at every corner next to trash containers.	Culturally-based "Taste of Longmont" downtown.	Build a mental health center (or provide better support) and shelter and/or programs for the homeless.	Art Director position, to enhance the arts and architecture.
Drop development incentives.	City-sponsored job education; helping people in their entry into the job market.	Pedestrian trails link all areas of the city.	We're in the middle of Lyons and Broomfield. We need to promote tourism in our downtown.	One language.	Glad Longmont has its own electricity and water. Try to get heat - not Xcel.



Healthy Economy	Education	Natural Environment	Downtown	Community	Other
High-tech / cream industry. R&D jobs. Regionally known for businesses and retail.	Paid 1/2 hour of training added to the 8-hour work day, to develop English language skills while reinforcing how to interact with the City and community services (i.e., this is how to pay electric bills, navigate through City processes, etc.). Partner with businesses to offer skills training during work hours.	Sunday bus service to Denver.	Downtown Longmont needs to be a unique place - a kind of "European Market."	Volunteer clearinghouse.	Provide health care for all residents - imagine that! Oh my gosh!
Raise trash, water, electric and sewer fees for revenue enhancement. LDDA tax; local / federal / developer contributions. "When we talk about revenues and taxes, we should talk about INVESTMENTS."	An active partnership between CU-Front Range, Longmont Free U, and the arts and business communities.	More transportation alternatives. Make positive use of the RR track through town. Make it practical and fun. "Hop, Skip and Jump" system, with regular (every 15 min.) north/south, east/west connections.	Lodo loft kind of feeling in downtown.	Revitalize "welcome wagon."	A center for performing arts for northern Colorado that would attract national and international venues.
Create mixed-use development, to keep the historic feel of sites like the Sugar Mill.	Improved and higher level educational institution, college or university.	Subsidize energy efficiency.	Close Main Street weekly / host parades, vendors, market and street fairs.	Provide tax incentives and breaks for homeowners who volunteer in the community (e.g., pool passes). City can be a main player in promoting volunteerism.	More accessible and affordable conference center/performance spaces for all to enjoy.

## Focus on Longmont

## Community Ideas for Action

Healthy Economy	Education	Natural Environment	Downtown	Community	Other
<p>Fee-based programs, rather than government subsidized.</p> <p>Develop a thriving chamber that encourages reinvestment into Longmont community. Match funding with City grants.</p>	<p>Intellectual life is important; partner with FRCC more to inspire life-long learning.</p> <p>Let's ask each church to adopt and support a school. Let's ask many businesses to adopt and support a school and a park and a department of the hospital or the library.</p>	<p>New college campus. After-school activities for kids. Best schools in state.</p> <p>Mature trees. City leverages Golden Ponds and St. Vrain Greenway.</p>	<p>More City involvement with downtown - don't leave it up to LDDA.</p> <p>A focal point of Longmont could be a fine arts center and auditorium, with lots of parking, that could draw people into the town center. Combine this with a continuing education facility.</p>	<p>Neighborhood leadership college / expanding neighborhood groups.</p> <p>Businesses build in a percentage contribution to charity in their business plan. Longmont schools require volunteer hours as a prerequisite for graduation.</p>	<p>Don't unionize public servants.</p> <p>Fully implement a system of street lighting.</p>
<p>Regional partnerships, less reliance on sales taxes; more on fee/user basis.</p>	<p>Let's use schools for education of adults at night and for year-round school for elementary and middle school children.</p>	<p>One-way streets, mass transit port station, perfect timing for autos, more hybrids; more bus and train routes for commuters.</p>	<p>Old fashioned soda fountain in downtown.</p>	<p>Create a multicultural center.</p>	<p>City should sponsor a fully functional cultural center.</p>
<p>Increase tourist income.</p>	<p>The city shares large facilities with the schools; and the schools open their doors to public use after school hours. The library is also the TVHS library. The rec center is also partly the swimming pool of the high school.</p>	<p>Grants using inmate population to maintain parks, walks, etc. as the labor force.</p>	<p>Boost downtown activities after hours.</p>	<p>Start a program to bring single-language speakers together.</p>	<p>Re-establish the local radio station.</p>

## Focus on Longmont

## Community Ideas for Action

Healthy Economy	Education	Natural Environment	Downtown	Community	Other
City is growing through redevelopment; retreading former businesses to bring new growth.	Stop growth to alleviate school problems.	Have 287 re-routed around the city.	Expand Old Town Main Street.	City ombudsman for mediation of citywide conflicts.	A cultural commission to act as liaison between public and City as well as address issues like marketing, budgets, and overall cohesion of the arts and culture in Longmont. Something similar to Boulder Arts Commission.
Earned income gap no more than 10 to 1.	Partner with St Vrain Valley School District for summer reading program.	Require testing for automobile noise as well as emissions.	Use high quality service and top quality products to lure people downtown. Craftsmanship. Easily accessible.	Youth centers expanded and more inclusive.	Relocate airport.

## Focus on Longmont

## Community Ideas for Action

Healthy Economy	Education	Natural Environment	Downtown	Community	Other
Hang on to free parking. Whatever we do to raise the funds that we need to keep our community happy and healthy, let's steer clear of pay parking.	Teach volunteerism as a value to our children.	Land Bank program like Ft. Collins. Hold land for 25 years, then sell it to developers. Hold 10-25% for affordable housing in the future. Education program for new home buyers to help them fully understand the process (credit, ongoing expenses, etc. and understand resources (tools, mowers, knowledge and training, etc.).	Make Downtown Longmont and Twin Peaks Mall have GOOD Feng-Shui!	Smaller city staff, one year from now. Volunteer clearing house is fully operational. Self-sustaining neighborhood groups caring for each other.	Sponsor Dragon Boat races at Macintosh.
Juvenile employment system.	Front Range CC becomes an important center for preparing people for ever-changing job market in a flexible economy. An adaptable work force.	Increase underpasses / connectivity. Destination-oriented bike paths.	Profit-making festivities downtown.	More entertainment for youth in the outskirts of town; park with an amphitheatre and vendors to provide food and drinks with music.	Environmentally-friendly, family-focused community involvement.
Improve Longmont's shopping image - survey what we want.	FRCC offers experiences like CU's International Affairs conferences and Shakespeare Festivals.	Use sales tax to clean up river.	Mixed use - keep same and do radical and different in terms of architecture.	More opportunities for "tweeners."	More people in power exude passion - take risks in saying and doing.

## Focus on Longmont

## Community Ideas for Action

Healthy Economy	Education	Natural Environment	Downtown	Community	Other
Make technology the cornerstone of our economy. Sponsor conferences and conventions.	Greater percentage of population that can live and work in community.	Is there a regional plan for protecting the environment???	Parking and shuttle partnership.	A cultural center for kids. Youth have access to more activities after 9:00 p.m. More activities that don't cost a lot, with multiple locations (since they don't drive).	Longmont builds housing that is "boomer friendly" one level homes, curbs with cuts.
Develop symbiotic relationships between businesses so that one business leads to co-located ancillary businesses.	More involved in support of FRCC.	Incentives for "green" businesses.	Block off Main, 3rd to Longs Peak. Coffman one way north. Kimbark one way south. Main St. Pedestrian Plaza. Downtown children's museum.	Establish Town Hall type of meetings so there can be more meaningful conversation between citizens and leaders. Increase opportunities for mixing of diverse cultures.	Increased affordable housing opportunities for all.
Home to a nationally-known major association.	Break up school district give Longmont its own district.	Xeriscaped golf course.			Put bite in benchmarks.
Partner with private enterprise to grow culture/recreation facilities.	Strengthen relationships among city, businesses, schools.	More trails where dogs can go off leash.	Some FRCC facilities downtown.	Bring in private investors to help fund a community center that emphasizes family activities.	Take more leadership in planning the SW Weld Area.
Economic development manager to recruit future business and act as a liaison with current business.	Provide educational choices.	A view of the mountains from every street. Historic neighborhoods have been protected.	Make downtown activities accessible to all.	Have diversity in the city government.	Land Bank - City could become an affordable housing developer.

## Focus on Longmont

## Community Ideas for Action

Healthy Economy	Education	Natural Environment	Downtown	Community	Other
Raise fees at the Rec Center for people who can afford to pay to subsidize low income people.	Adopt-a-school program.	Recycling containers on every street downtown block, and throughout the city; they're everywhere! ALL businesses recycle. It's easy for them to do this, and the \$ from this cycles back to other programs.	Downtown heart of arts and culture.	"City needs to stop acting like government and start as community and capacity builders."	Keep better age-specific data about people receiving services for planning purposes - shared databases.
Capital training center for some Olympic training event, perhaps equestrian or synchronized swimming. Possibly an auxiliary to Colorado Springs. Be proactive in obtaining water for future growth and as a revenue source.	Better community college campus.  Specialized high schools - more vocational training, apprenticeships.	Beautify the corridors with landscape features so that people feel connected to the neighborhoods.  Look at Conservation Land Foundations where private donors make land available for parks and other natural spaces for public use.	Bring in small independent restaurants to downtown.	City Council membership to better reflect the community it represents (diversity).  Promote non-city funded services via community newsletter, welcome packet, to enhance what's available.	Hire Arts Specialist.  Art in Public Spaces, funded by business.



## Focus on Longmont

## Community Ideas for Action

Healthy Economy	Education	Natural Environment	Downtown	Community	Other
Focusing on core service delivery, and outsourcing non-essential services.	Support more charter schools.	Look at Twin Cities: Public/private partnership to promote a variety of environment, arts and cultural amenities. "5%" club where companies can voluntarily contribute 5% of their pre-tax profits to help the City build and maintain parks, biking and walking paths.		Partner city government with the faith community, businesses, etc. to work together to make Longmont unique and special.	Widen Highway 66.
Charge out of towners.	City-sponsored neighborhood classes.	Provide environmental education.		If Longmont City government becomes less authoritarian, takes more chances, and becomes more creative and uncontrolling, individuals' creativity will thrive to deal with the community's issues.	Expand number of seats on Council.
Devise a sliding scale for service payments according to income.	Intergenerational educational opportunities.	Be a pollution free city - inside the city, main form of transportation should be electric vehicles.		Centralized citywide calendar on the city website to highlight all events - civic, music, cultural, business, school, etc. not just city-sponsored.	Don't budget for amenities over safety and code enforcement.

## Focus on Longmont

## Community Ideas for Action

Healthy Economy	Education	Natural Environment	Downtown	Community	Other
Micro-financing.	Watch out for us vs. them tax situation between the city and the schools.	Make block grants available to individual homeowners to beautify properties along public streets.		Getting volunteers to get information on people who have disabilities in case of an emergency. Their information would be in a data base so if there was a situation, it would give personal information on that person.	Adapt services to changing circumstances.
Provide a broad range of job opportunities that are not subject to the ups and downs of the economy.	Special attention to at-risk students.	Non-fossil fuel powered community.		Construct a band shell in the center of Roosevelt Park where citizens can enjoy concerts.	Outsource if more efficient to do so.

## Focus on Longmont

## Community Ideas for Action

Healthy Economy	Education	Natural Environment	Downtown	Community	Other
<p>Annex all enclaves.</p> <p>Truly partner with business community in ways to benefit all, instead of going after money; incorporate effective, efficient methods into city programs.</p>	<p>More focus on charter schools.</p>	<p>Look at what Boca Grande, Fla. has done in linking the community with a golf cart path linking the docks, market, parks, downtown, schools, etc. Even on your way to work is like a mini vacation. The carts reduce pollution, gas consumption, road kill, noise, deadly accidents, and increase down revenue. (you pay a town tax to register for the path every year). Promote as Longmont being "linked to the links", The "course with the course" , a city with a path. The city where every day feels like a vacation - safe, clean, friendly and innovative.</p> <p>Non motorized vehicles in town - traffic loop around the city for vehicles.</p>		<p>More for young people to do.</p> <p>In Stockholm, Sweden, the city subsidizes local sports associations that are then responsible for maintaining city parks, reducing city bureaucracy.</p>	<p>Government only does what it does best; non-business sector does more.</p> <p>Be strategic with partners so each does its best.</p>

## Focus on Longmont

## Community Ideas for Action

Healthy Economy	Education	Natural Environment	Downtown	Community	Other
A sports complex is coming to town.	Give teachers a tax break.	Button Rock Dam should create energy. Should be incentive for solar power.		Labor Day event for the Working Class.	Live within your means of current taxes approved by the public and avoid high debt.
Partner with neighboring localities for economies of scale.	Promote pride in educational achievement within the Latino community by sponsoring an English/Spanish dual-immersion charter school.	No blue grass required in HOAs and xeriscape in city parks.		Youth advocacy for community collaborations to impact alcohol and substance abuse in Longmont area youth. Creativity and enforcement of law to decrease teen injury, deaths. Support young parents.	Address the public safety aspects of community growth and development.
City should create a way for community to have a voice in business development decisions. Involve more Latino storefront owners in planning.		Make the river a central part of the community.			
City focuses on basic services: fire, water, electric, police, maintaining greenways and city property.		Shuttles running from downtown to the riverwalk.		Community-wide communication, clearinghouse to foster partnerships.	
Wireless access citywide.		Become a state leader for solar energy and green building.		Planned living communities for families.	

## Focus on Longmont

## Community Ideas for Action

Healthy Economy	Education	Natural Environment	Downtown	Community	Other
<p>Elegant shopping centers.</p> <p>Growth with character.</p> <p>Create "river walk" between Hover and Main-- integrating shopping and entertainment with nature.</p> <p>Hover becomes a second Main Street.</p> <p>Have "European style plazas" for hanging out and people watching and walking.</p> <p>Revamp low income housing program to give people a foothold into building equity.</p> <p>City supporting, attracting good jobs.</p>		<p>Have businesses that produce goods by re-using someone else's castaways.</p> <p>Another community garden in the area of Bohn Farm.</p> <p>Extend the open space sales tax to do more with Longmont open space.</p> <p>Create a Japanese Garden in City Park.</p> <p>An interconnected bike trail system.</p> <p>In a great city, birds and animals are a part of what makes it livable.</p> <p>Longmont is like a "city built in a forest"; there is a synergy between the built environment and natural environment.</p>		<p>Team up with a national organization and do a huge, all industry, all citizen theme (American Lung Association).</p> <p>A large music/art/culinary festival.</p> <p>Nationally visible community-wide event.</p> <p>Housing developments that create environments which encourage neighbor interactions.</p> <p>Community event that is meaningful, vital, commercially innovative, more than a weekend.</p> <p>Expansion of Council to two more from the neighborhood (eliminate at large).</p> <p>An extreme makeover for neighborhoods.</p> <p>Start with Spangler with school as center and work together with city planning, landlords, housing authority, etc.</p>	

## Focus on Longmont

## Community Ideas for Action

Healthy Economy	Education	Natural Environment	Downtown	Community	Other
<p>Maintain the small town atmosphere, support small businesses, possibly with an "incubator" system of technical assistance.</p> <p>Partner with the County to redevelop the Fairgrounds and link to the pond.</p> <p>Sugar Mill where structure is kept and there is entertainment and shopping. East siders feel proud.</p> <p>Provide meaningful jobs for young people, both paid and volunteer.</p> <p>Space Needle restaurant on I 25 and 66 on the way to Estes Park.</p>		<p>In Stockholm, citizens band together to buy land for small neighborhood parks.</p> <p>Locally grown healthy food and vegetables.</p> <p>Self-sufficient in water resources with strict conservation.</p> <p>Sister Cities neighborhood park with cherry blossoms, and other multi-cultural attributes that speak to Longmont's commitment to diversity and that different cultures are truly valued.</p> <p>Take on the challenge to improve the St. Vrain Creek environment with better water flow.</p>		<p>Have a Harvest Festival at all the mills - bring in lots of people, music.</p> <p>More information in CityLine, newspaper, etc. on how to help seniors.</p> <p>Longmont personally invites people to be involved.</p> <p>Create a "cross-over" event within the community where all people are welcomed and included.</p> <p>Longmont residents can prosper through a combination of self-responsibility (self) and opportunity (offered by government).</p>	



## Focus on Longmont

## Community Ideas for Action

Healthy Economy	Education	Natural Environment	Downtown	Community	Other
Triple A farm club baseball team.		Require new large businesses to build underground parking structures.		Many citizens in Longmont go about their daily lives contributing to Longmont's successes but they are rarely asked their opinions about what is good or bad about the city. We need to find a way to listen to them.	
Link together commerce, shopping, schools, business to be self-sustaining.		Use ceramic cups at a gathering to encourage people to stay.		Highlight churches because they are full of givers who do so much for the community.	
BUY Longmont first.		Connecting city-owned parks/reservoirs into our trail systems in partnership with private.		Even more community involvement in planning process for redevelopment and new development.	
Market centers in the perimeter of Longmont.		Implement local "Resource 2000" program in Longmont. Connect bike paths to extend to other cities.		Amphitheatre in Collyer Park.	
Longmont needs to be self-sustaining; prevent revenue leakage.				Support "Tamales and Talk" with seed money for first meeting. Can be self-funded or potluck after that.	

## Focus on Longmont

## Community Ideas for Action

Healthy Economy	Education	Natural Environment	Downtown	Community	Other
Need to get out to I-25. Del Camino is our first impression.		Plagiarize from best in class examples around us.		Pass the responsibility for self-sustaining celebrations on to interested groups (Lions, Rotary, etc.), boards, and citizens and have staff time redeployed on starting new celebrations.	
Encourage developers to buy Longmont first.		Design City around transit development.		Help publicize and continue funding multicultural task force.	
CDBG funds go to housing and small business.		Plan ahead for FasTracks.		Educate people about how to be involved, with city employees spending time engaging citizens.	
Do business with small businesses.		Put up goose nesting sites at reservoirs.		City needs to be more of a catalyst in bringing together volunteers to work with special needs.	
Identify relationships among 4 directions so that they do not compete.		Convert more of city fleet to hybrid vehicles.		Consider not having "production builders" - Require different look/feel from one neighborhood to the next.	

## Focus on Longmont

## Community Ideas for Action

Healthy Economy	Education	Natural Environment	Downtown	Community	Other
Local currency for shopping locally (coupons, certificates).		Get all civic organizations singing from the same hymnal (Chamber, City, etc.) on environmental issues.		City connect volunteers to places that need help.	
Technology incubator.		Modify code to incentivize green construction.		Bypass Longmont.	
Become a wireless community.		More recreation facilities in neighborhoods.		Use city incentives for alternative modes of transportation.	
Redevelop run-down properties.		Complete St. Vrain Greenway to I-25.		Enhance public access programming.	
"Invest in Longmont" campaign.		Volunteer maintenance of parks, open space.		Work with businesses to build sense of community, identity.	
Hire a lobbyist.		Ask business to support new facilities and services.		Plan for future, regional context.	
Align CIP with business development needs.		Manage noise impacts better.		City entryways, parkways.	
Small business development center.		Make environmental health a priority (air, water, etc.).		Support historic preservation.	
Centralized economic development planning.		Reward people who use alternative transportation.		Support neighborhood action.	
Move ConAgra from its present location.		Walkable community.		More cross cultural celebrations like "Dia de los Muertos".	

## Focus on Longmont

## Community Ideas for Action

Healthy Economy	Education	Natural Environment	Downtown	Community	Other
Recruit strong employers to the area, not just retail.		Incentives to develop around rail stations.		Provide specific periodic reports on progress to all citizens.	
<p>Address blight at north Main, Highway 66, Twin Peaks Mall and Southmoore areas.</p> <p>Plan for Twin Peaks redevelopment.</p> <p>Promote an Hispanic shopping enclave like China Town in other cities. Make it a destination magnet and free up valuable redevelopment space on Main Street. Make Hispanic businesses thrive in a meaningful way.</p>		<p>Any big businesses should landscape their parking lots and street area so the presence of buildings are softened by trees and shrubs.</p> <p>Identify biohazards present in the business sector and develop a plan for minimal city impacts, i.e., chemical spills, bioterrorism, and natural disasters.</p>			